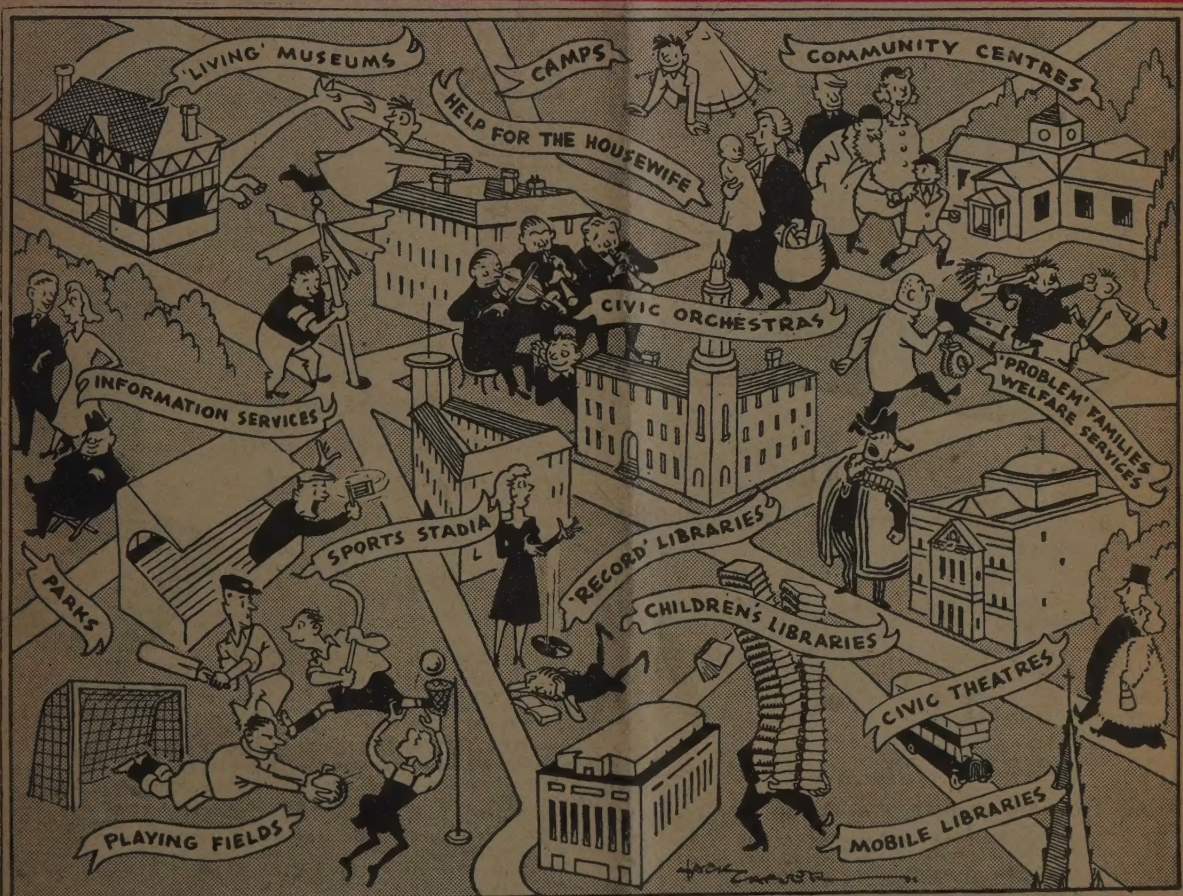


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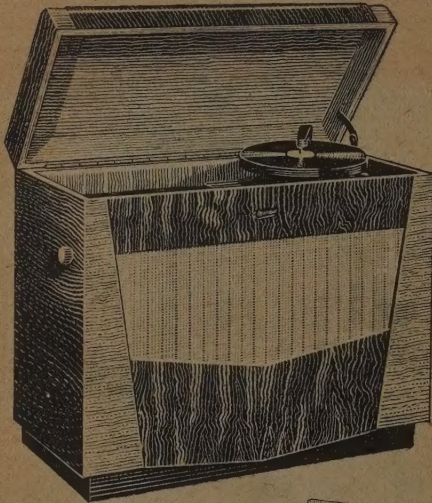
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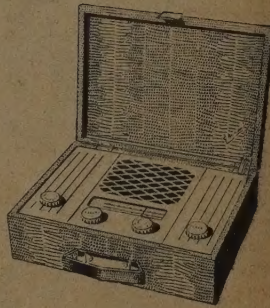
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Breakers ahead?

THE NEW GOVERNMENT, preoccupied with the economic crisis, has given little indication yet of its policy in respect of those services in which NALGO members are engaged. The only hints so far offered are the references in the King's Speech to measures to promote flexibility in the nationalised industries and to stimulate house building with the aid of both public and private enterprise, and the more ominous suggestions of the Chancellor of drastic economies in grant-aided local government services. The Chancellor did not particularise, though he did hint at the deferring or slowing down of "less essential services" and a reduction in the "amiable prodigality" with which, he alleged, Government departments frequently admonished local authorities to "expand and improve."

We shall have to await detailed proposals before we know whether the services are threatened to the extent which some members fear. Certainly, if there is waste and inefficiency anywhere, we can be sure that strenuous efforts will be made to cut it out: nor could we rightly resist such efforts. The articles we are now publishing on service efficiency make it clear that public service officers themselves are the first to condemn uneconomic administration, and can be fertile of suggestions for increasing "output." It is to be hoped that they will encourage the Government, in any action it may contemplate, not only to take the staffs concerned fully into its confidence, but to seek their advice, as the "men on the spot." If this is done, and if the advice given is fairly considered, then we may be sure that whatever savings are necessary will be achieved with the least hardship to the public or to the officers concerned.

Nor is it necessary, or even likely, that any action taken will cause hardship. It may be that, in all the services, there is a certain amount of slack that can be taken up. But the Conservative Party's election manifesto proposed so much additional work that this alone, were it to be carried out, would more than absorb any manpower diverted from tasks regarded as less essential. In local government, it foreshadowed legislation to re-allocate the functions of local authorities, a revision of boundaries, the restoration of some of the social services to the smaller authorities, an expansion of the education services, particularly of primary schools and higher technological colleges, a more vigorous housing programme, improved welfare services for old people, restoration of the school dental service, and overhaul of the financial system, with less interference from Whitehall. For the health service, it envisaged decentralisation, the provision of more hospital beds, and improvement of the care and treatment of mothers and children, old people, and the tuberculous. For gas and electricity, it called for decentralisation and the restoration of local initiative and autonomy—combined with a suggestion that "municipalities and private enterprise should have the opportunity to put forward their claim to re-enter the field." For transport, it proposed, as was expected, the return of the private road haulier, the regionalisation of publicly owned services, and the retention by local authorities of their present passenger services.

It would, of course, be folly in these days to hold any political party to the letter of its manifesto, or to expect it to carry into effect all the measures it contemplates within a few months of taking office: and the King's Speech, in fact, implies little change in the near future. Nevertheless, there is more than enough in this programme to demand the fullest efforts of the public services, and to demand, too, the highest qualities in their staffs. We stand, therefore, on strong ground in resisting any unreasonable attacks on alleged "redundancy" or on standards of service and remuneration. Changes of work there may be—and it is for NALGO and the other trade unions in the field to see to it that they are made smoothly.

Local government enterprise

THE CONCERN which the Government professes for a strong, vigorous, and independent local government gives added importance to the latest NALGO research report on "The Scope for Enterprise in Local Government" of which we publish a summary this month. The report, prepared by an expert panel nominated jointly by the Association and the University of Manchester, makes no startling proposals for new or unusual services. But it does present a balanced picture of the difficulties under which local authorities work today, and it makes many interesting and constructive suggestions of activities of public value which they might undertake or expand notwithstanding those difficulties. Possibly its greatest value is the

insistence throughout that "there is no need for defeatism," and that "the field for initiative is open." This is vigorous language and should go far both to answer the moanings of those councillors, and officers too, who appeal to imagine that local government is virtually finished, and to hearten those who believe that it still has a powerful contribution to make to communal wellbeing.

Publication of the report, incidentally, has already provided a complete vindication of the policy of the N.E.C.'s Public Relations Committee when, in 1948, it recommended that the Association should engage in research leading to the publication of documents of this kind. The primary object was to support the fourth "priority" of the new public relations policy—public relations for NALGO, designed to enhance its prestige in the public eye. Unfortunately, for a variety of reasons, it has taken a long time to give effect to that aim, and this is the first report of the kind to be published. That it has succeeded is made clear by the excellent press it has been given. Many papers have published extensive summaries and leading articles upon it, and have gone out of their way to commend the Association for producing it. The "Rochdale Observer," for example, after declaring that "one of the most hopeful tendencies in local government in recent years has been the growing sense of responsibility shown by the National Association of Local Government Officers" not only in improving the status and standard of efficiency of its members, but in "fostering a greater public interest in problems of local government" adds:

"This report compresses into 37 pages a great deal of thoughtful and stimulating argument by men who are in constant and practical touch with the problems of local government. It seems to us to be, for its size and scope, one of the most valuable contributions to the subject that has been made recently. No one who is engaged in municipal work and no ratepayer, or future ratepayer, who is intelligently concerned with the present conditions and possibilities of local administration, could fail to profit by reading it. NALGO is to be congratulated on an excellent piece of research work."

Joint consultation

THIS REPORT, and the articles we are now publishing, illustrate two of the ways in which a trade union can contribute to the efficiency of the services in which its members are engaged. Another, more important, is stressed in one of the series of research pamphlets on the nationalised industries now being published by the Acton Society Trust. This pamphlet, "The Future of the Unions," gives an emphatic affirmative to the question whether trade unions, in addition to their basic task of protecting their members' economic interests, should concern themselves with service efficiency, and suggests some ways in which they might do this, mainly through joint machinery.

But to make this machinery effective, the pamphlet argues, both leaders and rank and file need re-educating. They have to learn, not only that they can help to make the services function successfully, but that they must do so if they are to succeed in getting the best terms for their members. "Trade unionists," wrote Professor G. D. H. Cole recently, "... must learn to be less on the defensive and to have greater faith in the impregnability of their unions, so as not to be constantly in fear of having their trade union loyalties undermined by collaboration with the management in pursuit of a common task." That is a lesson which NALGO has already learned in the field of education. Can it apply it to service efficiency also? We believe that it can.

Lessons of South Shields

IMPORTANT LESSONS of the Divisional Court judgment in the South Shields case—reported in "L.G.S." last month—were underlined by the "Local Government Chronicle" on November 10.

The case arose out of the refusal of South Shields corporation to apply to its town clerk the recommendations on salaries and service conditions of the Joint Negotiating Committee for Town Clerks and District Council Clerks. The Society of Town Clerks reported a dispute for submission to the new Industrial Disputes Tribunal. But the Divisional Court ruled that the Tribunal had no jurisdiction because the dispute was between an employer and a single workman, whereas the Industrial Disputes Order had prescribed that, before the Tribunal could adjudicate, "there must be a dispute between an employer and more than one workman in his employ."

This judgment, as the "Local Government Chronicle" points out, has had a curious effect. There are two Joint Negotiating Committees, one for clerks to authorities, the other for treasurers, engineers, chief education officers, chief architects, and other officers with salaries exceeding £1,000 a year. Each has the same constitutional basis. It might, therefore, be presumed that "if one is a Whitley Council, so is the other. If one can make 'enforceable' agreements, so ought the other." But, since the judgment, this is not so. For a dispute arising out of non-application of agreements of the clerks' committee cannot be taken to the Tribunal, because it can only be between an authority and a single officer—its clerk. On the other hand, any dispute arising out of non-application of agreements of the chief officers' committee can go to the Tribunal, because it is a dispute between an authority and more than one employee.

From this the "Local Government Chronicle" draws the moral that "it might have been better for clerks to authorities if they had been included in a negotiating committee with other classes of officer—the exclusiveness of being the only workman of an employer under a particular negotiating body does not seem to pay under the new Order."

In fact, a dispute arising out of non-application of the chief officers' agreement was considered by the Tribunal on November 12. It was declared by NALGO against Durham county council—a circumstance from which the article draws a further moral. "NALGO were able to take this action," it points out, "because they were represented on the staff side of the negotiating committee and were hence a trade union which 'habitually take part' in the settlement of conditions of officers covered by the committee... Even if only one chief officer of the county council had been involved, NALGO would still have been able to take similar action, for they would then have become a party to the dispute in support of one of their body."

But, it adds, "NALGO could not declare a dispute under the agreement for clerks to authorities, even if the clerk in the dispute were one of their members. The Association are not a party to the negotiating committee..."

In other words, there are advantages, for chief officers no less than the rest, in letting NALGO do the job.

It is the aim of "Local Government Service" to encourage the fullest freedom of opinion within the Association. Unless the fact is stated, therefore, views advanced, whether in the editorial columns or in signed articles, should not necessarily be regarded as expressing the considered policy of the Association.

There is scope for enterprise in local government - Great Britain

DESPITE the drastic reduction in the powers and duties of local authorities since 1945, there is still scope for enterprise in local government. This is the main conclusion of a research panel set up last year by NALGO, in association with Manchester University, whose report* was published last month.

The task of the panel, the report explains, was to inquire "how far the effectiveness of government in this country still depends on the initiative and enterprise of local authorities, and how far such enterprise is still possible without drastic changes in the structure and finance of local government."

It gives an emphatic answer to both questions: to the first that, notwithstanding the transfer of many functions

housing—as Lancashire has shown in its efforts to solve its "overspill" problem—the "great period of local development of these services is past."



... the "overspill" problem with Government departments, hospital boards, and health service executive councils.

"The share of local authorities in this new enterprise is very large," the report says, "and, unless they act with vigour, the nation will not succeed in the great range of social experiments which have come to be known as the 'Welfare State.'"

Examples of "community services" of this kind which the report considers to be capable of great development include:

Entertainment and culture

Provision of parks, playing fields, swimming baths, golf courses, athletics stadia, and cycle tracks;

Encouraging recreation and cultural and physical training, by establishing camps, holiday classes, play centres, and community centres, and by organising games, expeditions, and similar activities;

Development of the library service by the provision of information services, exhibitions, mobile and children's libraries, and libraries of gramophone records and sheet music;

Improvement of museums and, in particular, the development of the "living" museum and preservation of historic houses;

Preservation of records and recording of archives in the interests of local history;

Provision of civic theatres and orchestras, and of entertainment halls.

Welfare

Welfare of mothers and of children not yet attending school—and in particular better co-ordination between the existing local government services and the hospital and general practitioner services;

Prevention of disease and care and after-care of sick persons not in hospitals;

Development of domiciliary mental health and "home help" services;

Care of the "problem family" to prevent it sinking into "hopeless dependence on unco-ordinated charity";

Education of children handicapped by poverty, family circumstances, physical defect, or mental abnormality;

Provision for the "deprived" child, not only by arranging adoption and "fostering," but by experimenting in different types of homes and establishing "reception centres" where the individual needs of each child may be assessed;

Facilities for part-time occupational therapy and recreation for the physically handicapped;

AN EXPERT PANEL

THE REPORT is the work of an expert panel appointed by the N.E.C.—as part of its public relations policy—and by the University of Manchester. PROFESSOR W. J. M. MACKENZIE, professor of government and administration at the University, was chairman, and other members of the panel were:

Representing the University

R. N. SPANN, lecturer in government;

JOHN GRUNDY, lecturer in government;

MISS MARGERY JACKSON, research assistant (secretary to the panel).

Representing NALGO

F. E. CAPPER, clerk to the Hazel Grove and Bramhall U.D.C.

STEPHEN DUNCAN, publicity officer, Lancashire C.C.;

DR. J. H. HILDITCH, medical officer of health, Wigan;

WALTER ISAAC, town clerk, Macclesfield;

C. P. H. McCALL, deputy clerk, Lancashire C.C.;

F. A. J. RIVETT, director of education, Salford;

A. ROTHWELL, city treasurer's department, Manchester;

H. RUSSELL, district service manager, N.W. Gas Board;

F. B. YOUNG, clerk, Preston R.D.C.

to national authorities, "it is still true that most of the public services on which the citizen relies in his daily life are provided by local government, and in every part of its work a spirit of enterprise is vital to efficiency"; to the second, that "the field for initiative is open."

In respect of some services, the report finds, the scope for enterprise is limited today by the need to observe national codes and practice, the close supervision of Government departments, national planning, and central allocation of available resources. Such limitations apply in particular to the police and fire services, sewerage and water supply, house and road building, and education. While "there is still plenty of room for vigour and initiative" in their administration, the report declares, especially in

* "The Scope for Enterprise in Local Government," NALGO, 1, York Gate, Regent's Park, London, N.W.1. Is. post free.

Help for old people—including temporary or permanent accommodation, provision of special bungalows or flats, “meals on wheels,” night-watchers, help with shopping, and holidays;

Fostering co-operative facilities for “the ordinary working housewife” for such duties as shopping, laundry, and baby-watching.

“Many of these social services,” the report states, “are not provided by local authorities. Several Ministries have now entered the field of social administration; responsibility for the

health service is shared between local government and various nominated bodies; voluntary social service is still as important as ever, though it is important in new ways. This division of function raises innumerable problems of administration; independent bodies must be brought to work closely and cordially together, and the local authorities, as elected representatives of their communities, are especially fitted to take the lead.”



... the preservation of historic houses

Municipal trading

Notwithstanding the tradition that municipal trading—the “gas and water socialism” of the nineteenth century—offers a great field for development, the report considers that the scope for new commercial enterprises is narrower than is generally thought.

“A municipal trading enterprise,” it points out, “must be both commercially and politically viable; it must not only ‘break even’ financially, but also command the support of a majority on the Council, who will consider whether it affects the interests of their constituents, directly or indirectly.”

Apart from “by-product” enterprises adapted to particular local circumstances, such as farms as a by-product of sewage schemes or brickworks to supply direct-labour housing, the report suggests only three commercial services as being capable of development. These are crematoria and abattoirs—in respect of which general legislation “would be a substantial encouragement to active authorities”—and the advance of money for house purchase. Although the last service could “be of great benefit to the local authority or its constituents . . . many authorities still do not use their powers and others, which use them, do little to advertise the facilities they offer.”

Private Bill procedure

In a reference to the use of Private Bills, through which, since the 16th century, enterprising local authorities have taken the lead in inspiring general legislation, the report points out that fewer bills are promoted today than at any time within the past 100 years; the annual average has fallen from more than 150 between 1852 and 1906 to 20 between 1946 and 1950. Nevertheless, the report considers that “this form of procedure still has value in giving to authorities powers which otherwise might never have been tried” and that



... little scope for new commercial enterprises

“even in the event of a major reorganisation of local government, the Private Bill will remain an essential link between vigorous democratic local and central governments.” Its use is a privilege which should not be allowed to lapse.

“Difficulties a challenge”

While, as has been shown, the report sees a wide field still open to enterprise in local government, it does not overlook the many difficulties standing in the way today. Outstanding among these difficulties are:

The national economic situation and the financial limitations within which local authorities must work;

The transfer of powers and duties from district to county councils—with effects which, if not mitigated, are “certain to produce frustration and lack of interest in county districts,” but which might be overcome by evolving “a new pattern of co-operation between the county and the districts within it”;

The great variations in size between local authorities, and the corresponding variations in resources;

The limitations imposed by Parliament on the discretion of local authorities to spend their revenues;

The increasing degree of central control—“probably greater than can be justified”—over local authorities resulting from the system of allocating government grants; and

The inelasticity of the rating system, which imposes a serious check on enterprise.

Great as these difficulties are, however, the report considers that “there is no need for defeatism” nor should authorities be “too much cast down” by limitations on their legal powers. The situation “is in itself a challenge. All authorities suffer alike . . . but an ingenious and enterprising authority can still make its mark.”

“Field for initiative open”

“Much of the old work of local government is still to be done,” the report declares, “and it must be done well. Since 1945, a vast new sphere of work has been opened to local authorities. All political parties are committed to a programme of social services which presents a challenge to administrators and social workers, and it is a programme which, in its nature, cannot be centrally directed except in very broad outline. Various authorities still play the largest single part.”



... do little to advertise the facilities they offer

In addition, all local authorities, down to the smallest parish council, can exercise great influence in focussing and representing local opinion.

“Their members,” the report points out, “may speak for their electors on all matters of local concern; the council can be the main forum of local discussion on public issues, and if it speaks with vigour, with moderation, and with general public support, its voice will be influential even on matters over which it has no legal control.”

“An elected councillor is, like a Member of Parliament, a representative of the people; a council can always take the initiative with some effect if it has its own public opinion behind it and if its proposals do not fly in the face of the facts of the situation.”

“The field for initiative is open,” it concludes, “not only in the technical development of services, but in the development of the system of administration . . . Most important of all is collaboration between local authorities . . . This cannot be developed from above or from outside local government itself. The new pattern of administration is likely to emerge from local experiment . . . Local government does its best work in an atmosphere of free discussion, of competition, even of rivalry. The maintenance of this atmosphere is one condition of the maintenance of enterprise in local government.”

This report has had a wide and appreciative press and is one which should be read and studied by every councillor and by every officer who is interested in the more efficient and effective functioning of his service.



A. C. STUART-CLARK, senior
tutor and registrar.



R. A. MICKELWRIGHT, senior
tutor and director of studies.

Training hospital administrators

Hospital officers now have their own administrative college. Here, under the guidance of expert tutors and lecturers, selected students can compare notes with their colleagues and study up-to-date methods of solving common problems. To find out how it was working, "L.G.S." sent a special representative and a photographer. This is their report.

"W-I-N, WIN, D-E-R, DER, WINDER, a casement. When a boy knows this out of the book, he goes and does it." Mr. Squeers's way of teaching spelling does not seem altogether foreign to modern ideas. Those who teach public administrators their job now understand how important it is to mix theory and practice. The old method of throwing the young entrant into the service and letting him learn to swim meant that many never learnt at all; now everyone at least gets a chance.

In the health services, King Edward's Hospital Fund for London is taking a big step forward by providing tuition on lines which combine academic and field work. A visit to the Fund's Hospital Administrative Staff College at Bayswater, opened this year, gave me the chance to see what was going on.

The Fund—established as a voluntary organisation in 1897 for "the support, benefit, and extension of the hospitals of London"—has bought two houses in a pleasant part of West London, furnished and equipped them comfortably to provide residential accommodation for twenty-four students, and assembled a teaching staff with experience both of the scholastic world and the hospitals service.

The aim is to raise the standards of hospital administration. At the college, men and women from hospitals will meet to exchange experiences and ideas, to hear the views of experts, and to learn how their colleagues in other parts of the service are handling problems similar to their own.

So far, three types of courses are in being or are proposed. Since April, the college has provided refresher courses, each lasting a month, at two levels—for senior administrative officers like secretaries of hospital boards and committees and their deputies, and for administrators who have charge of a single hospital within a group.

All hospital officers of the appropriate grade are eligible to attend and, as places become available, all who apply are given the opportunity. The courses are free and officers attending are given leave with pay. For the employing authority, the major problem is to arrange for the senior officer's work to be done during his month's absence.

Plans are now laid for the third type of courses, which are possibly the most interesting as they are certainly the most novel. These courses will each run for two years and will provide basic training for more junior members of the hospital administrative staff. The first will start next March.

These, also, will cost the student nothing. The Ministry of Health has blessed the project and urged the hospital authorities to support it.

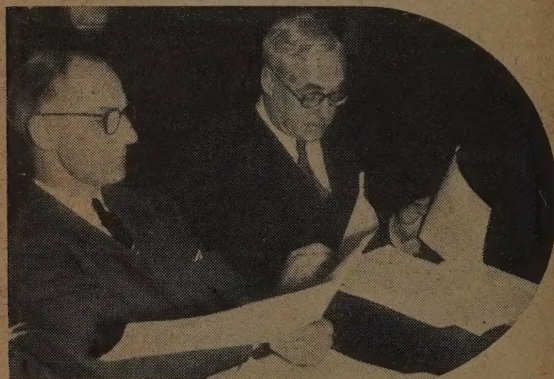
Students for the two-year course will be chosen from the applicants by the Staff College and its panel of advisers. This panel consists of ten experts in various aspects of public administration, including J. E. N. DAVIS, chief organisation officer of NALGO. In making its choice, the panel will be guided by applicants' records and the reports of employing authorities; the cardinal criterion is that applicants must show some administrative aptitude and be likely to qualify for advancement.

Details of the courses have not yet been fully worked out, but enough is known to show what is intended. The two years will be spent partly in the college and partly in selected hospitals or other places (such as board or committee offices) where hospital administration can be studied "in the field."

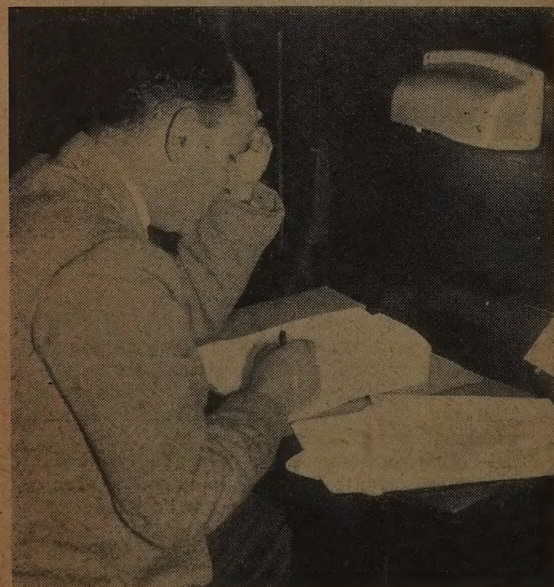
Each course will show how a hospital should be organised and managed. Students will be assumed to know the ABC



INTERROGATION : R. E. Godfrey, secretary, Archway Group H.M.C., puts a question to Miss Manchée, almoner at St. Mary's hospital, Paddington, one of the panel of lecturers.



CONTEMPLATION : D. A. C. Price, house governor of the Dreadnought Seamen's hospital, and R. E. Godfrey, two syndicate chairmen, read through the final reports prepared by their groups.



PREPARATION : J. Zardin, chief administrative officer, St. Mary Abbot's hospital, London, prepares material for debate.

of accountancy, office management, and the like—though there will be some technical instruction in those aspects of the subjects which are of special importance in the hospital world. The aim throughout is both to widen the student's understanding of the basic principles of a hospital administrator's work and to stress the need for co-ordinating the varied branches of life in a hospital.

The subjects to be included fall into seven main groups. There is a background section describing the history of the health service, with particular reference to the National Health Service and the place of the hospital in it. This is to be followed by a section on control and management, starting with the committee system and the duties of the staff in reporting and in recording decisions; other branches cover staff management (with special emphasis on joint consultation) and public relations.

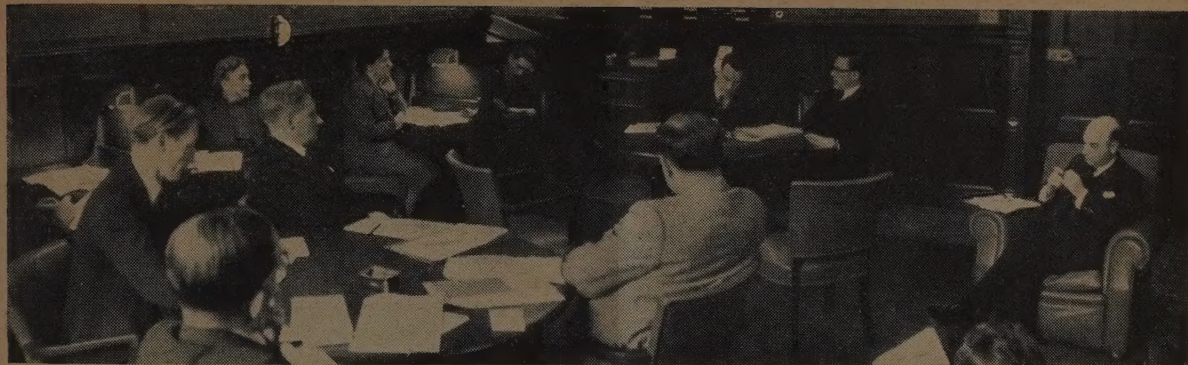
Another group of subjects deals with the operation of some of the special services which go to make up hospital life—catering; the provision of equipment, furnishing and supplies; almoning and other medico-social functions; and the recording of admissions, occupancy, patient-progress, disposal, and so on, which provides the basis for controlling hospital use. A special section relates to finance. First in this comes a description of the means whereby hospitals get their money, the parliamentary system, and the technique of Treasury administration; then the machinery of control within the hospital regions and groups and the individual establishments; the techniques of estimating; and costing as a means of assessing the relative financial burden of one department as against others and of one technical method or process and the alternatives which may be available.

Hospitals differ from other large undertakings in that their "raw material" is human and many of their staff are highly skilled professional workers. Sections of the curriculum will be devoted to medical and nursing staff and their relations with one another and with the rest of the staff.

A final heading in the outline curriculum deals with "planned visits" to places where students can see at first-hand how the problems which they study in the college are handled in practice. Some of these visits will be short-term (a day or so at a time) while others may involve residence. The college authorities emphasise the importance for an administrative officer of seeing hospital life right round the twenty-four hours. If he knows only what goes on during ordinary "office hours," he will miss much. Casualties arrive, patients need nursing and medical care, the telephone board has to be manned, and staff have to eat; all this goes on during the quiet watches of the night as well as when the rest of mankind is up and about. The administrator needs to see for himself how things go when most of the world is off duty.

The places where students will go for their field studies are to be carefully selected, and the visits, like much else in this course, will be planned round the individual student. Thus, a man whose daily work has been in a mental hospital will be given special opportunities to see life in a general hospital, and conversely. A desk worker will have longer periods in establishments where practical work is done than would be needed by one who is already familiar with their activities. A finance expert would be encouraged to study other branches of administration. The objective is to train potential administrators for the top ranks and, for this, the widest possible range of study is needed.

While this long training course for the relatively junior student is at present on paper only, I was able to observe



DISCUSSION : Under the leadership of a college tutor, members of a syndicate exchange views on the points that will form the basis of their report.

more precisely the content of the refresher courses for senior officers which are now in progress. The subjects are the same as those already described, and the approach may be indicated by notes on some of the speakers. In the third refresher course, for example, the National Health Service Act was described by SIR WILSON JAMESON, formerly chief medical officer of the Ministry of Health; a secretary of a regional hospital board spoke on the structure and functions of those bodies; almoners described the hospital social services; government finance was dealt with by J. P. DODDS, accountant-general of the Ministry; hospital law fell to S. R. SPELLER, an expert speaker and writer on the subject.

To list all the topics would be tedious; moreover, changes are made when experience shows them to be advisable. An interesting innovation in the latest course was the devotion of a session to three short talks by a hospital porter, a telephone operator, and a casualty reception officer respectively. What these relatively junior ranks had to tell the administrators proved illuminating and provoked a lively and instructive discussion.

Tuition is not all by formal lectures. Students are encouraged to tackle what the educationists call projects. Divided into syndicates of half a dozen, they examine some specific problem and prepare a collective report on it with proposed solutions. These reports are presented to the whole membership of the college in writing, criticised by all and sundry, and defended by the chairman and members of the originating team.

One of the claims made by those responsible for the college is that its work is of university standard. Evidence of this is provided by the fact that research as well as teaching is included in its activities. Already one study group is in being, surveying the machinery of "seeing the patient through the hospital." A practical topic is thus being examined, in the calm and judicial air of the college, by a band of specialists who bring their various experiences and ideas to the solution of a common problem. Another topic which may be tackled in this way, a senior tutor told me, is that of joint consultation—of which, he thought, the hospital service had not yet touched more than the fringe.

The college is now at the beginning of its career. It has aroused the interest of hospital authorities at all levels and the enthusiastic comments of students whom I met, as well as the solid, well-reasoned reports of the syndicates, and the vigorous discussion on them, suggested that the students were responding wholeheartedly to their opportunities.



SUPERVISION : P. H. Constable, principal, who is secretary and house governor of St. George's hospital, London, and R. A. Mickelwright, give guidance to a syndicate in session.



ATTENTION : Mrs. P. Thompson, secretary, St. Luke's Woodside hospital, and Mrs. T. H. Bailey, administrative officer, Thurrock hospital, Grays, Essex, listen to a syndicate's views on the welfare of the patient.

INFORMATION : The "L.G.S." special correspondent gets background information about the ways and works of the college from Mr. Mickelwright.



We can increase efficiency

A further selection of suggestions from members on how they would increase efficiency and productivity in the services covered by NALGO

LOCAL GOVERNMENT

"Cut the red tape"

from a borough architect

ALTHOUGH my chief complaint of local government service has been directed against the checking and counter-checking of a chief officer's work by often less-qualified and experienced officials in Government departments, I consider that the service today is not as efficient as it could be. My principal criticisms are:

Committee work: The number of committees and sub-committees is overwhelming to a chief officer such as the architect, who is expected to be present, or represented, at almost every meeting. The lot of the harassed officer could be greatly improved were responsibility for the building and maintenance work of much of the local authority's property vested in a smaller number of committees.

A tremendous amount of time is spent in committee and in preparing reports to the committee on items of minor expenditure, compared with the relatively short time spent on matters of first importance and large cost. It would seem that this can only be cured by electing as chairmen persons of wide experience who can retain a balanced outlook over the work of the committee and council as a whole.

Staffing: The time spent by a chief officer today on staffing problems has to be experienced to be believed. Whilst the Charter is undoubtedly a magnificent achievement for the general run of employees, it has resulted in a lack of flexibility which handicaps men of exceptional ability, and, through them, the chief officers and council. The head of a private firm can assess the abilities of his staff and pay them accordingly. Not so the head of a local government department who, if his council abide by the Charter, cannot pay a man, however good, a Grade V salary if his academic qualifications are only equal to Grade III, nor keep down to Grade III a man whose work is ordinary should he scrape through a professional examination and a vacancy exist higher up.

Routine: A colossal amount of time is wasted through certain officers, often in low grades, having a love of local government routine, or "red tape." They might understand my meaning better if I put it the other way—a tremendous amount of time could be saved were they less hidebound by traditions and willing to cut the "red tape."

Architects are not content to see their schemes remain on paper: they want to see them built, and therefore lose no time in trying to push them through committees and Ministries. Were they allowed to deal directly with the Ministry, instead of through a third party, time would be

saved and misunderstandings avoided. All too often we hear the excuse that "The Ministry kept us waiting." But that overworked reason for inaction is usually a condemnation of the person uttering it, who should have seen that the Ministry was pressed for an early reply and should not have left it alone until he got it!

Chairmen and chief officers: My most important and far-reaching proposal to secure greater efficiency is that more authority should be given to chairmen and chief officers. This would work were both chairman and officer men of the utmost integrity, experience, and ability in their particular spheres, and it thus depends fundamentally on whether men of these high qualities are, and will be, attracted to local government work both as councillors and officers. Local government will be saved from submersion in central government only if the best men from all spheres of life consent to take an active part in it, so that good natural leaders emerge as chairmen of committees. As for chief officers, suitable men will not be attracted or retained unless salaries are increased to a level comparable with those paid in private business and industry.

The human touch

from T. J. METCALFE, chief inspector of weights and measures, Smethwick

IN A WEIGHTS AND MEASURES department maximum productivity is best attained by avoiding specialisation. Each inspector should be familiar with every branch of the work of the department. Allocation of duties should be shown in advance on a four-weekly roster. Each inspector should have a personal junior assistant, who will soon learn to anticipate his needs and methods. In this way, work can be planned in advance and idle periods avoided.

Inspectors should be encouraged to deal on the spot with offences committed through ignorance. It is better to explain the law orally and immediately than to deliver a homily on paper after the event.

Regularly, and certainly not less often than once a week, the inspectors should be called together to swap experiences and viewpoints. This is of particular value to the young inspector, and ensures uniformity. It also encourages inspectors to appreciate their interdependence and stimulates mutual aid when voids would result from absences.

Paper work should be cut to a minimum. The only extravagance in this direction should be in advising traders, briefly and in ordinary language, of changes in the law. Although the press can be a grand ally here, the stencilled or printed bulletin which the inspector can hand to the traders concerned when visiting them is more positive and personal.

When annual licences are to be renewed, for example for the storage of petroleum and explosives, send out with your reminder a note on any safety precautions which have commended themselves during the previous year. Be brief and stress the essentials, without padding. The result will be fewer queries calling for letters or visits.

Trade organisations are always co-operative. Meet them and talk with (not "to") them. They will help to spread knowledge of the law. Complaints will be fewer and less time will be spent in putting folk back on the rails.

The chief inspector should not be a cushion-squasher. He should turn to every job when necessary, and even when not necessary should he feel the urge. Example stimulates not only greater effort, but, if the chief knows his job, better results with less effort.

There is nothing new in all this: merely method, accuracy, and avoidance of hidebound officialdom. The service is vital to the community. It should be kept human, for we are simple folk.

Increased productivity sounds grand. It exists when no idle minute spoils the recollection of the day's efforts. Who better than the inspector of weights and measures knows how to get a quart into a pint pot?

TRANSPORT SERVICE

Central inquiry bureau

from W. B. SLOPE, *passenger transport department, Luton*

A FIRST STEP to greater efficiency must be to demonstrate to the public that the local government service is productive. Many people still think of the town hall as merely a "spending" organisation—or worse. In fact, of course, it is a vital partner in every shop, business, practice, and factory in the land. The local authority works longer hours than any director, manager, or workman. It is industry's only Unsleping Partner and during the whole of its 24-hour working day is producing water, homes, transport, hygiene, cleanliness and all those background services without which the factory must slow down and eventually stop.

The public also often regards the town hall as a place of difficulty and red tape. In my youth, there was a popular song which described what happened to a man who tried to buy a yard of lace "to match this for the wife": every shopwalker and assistant was attentive and polite, but each referred him to another department "straight on and up the stairs." Many people, I fancy, avoid seeking the advice and help we could give them and try to muddle through on their own simply because they are overawed by the complexity of our many watertight compartments, do not know where to go, and are afraid of being sent "straight on and up the stairs."

If I had my way, I would have a public information bureau on the ground floor, just inside the front door of the town hall—not in some special building outside, nor at the library, nor the Woolmarket, but in the town hall itself—and in that bureau I would not only answer questions, but would do the minor routine business of every department. I know that this would call for a veritable Pooh Bah, but such men and women could be trained and what a service

they could provide! I would not confine the bureau to local authority business, but would be ready to give preliminary help about all kinds of central government business. It would not only help the public: it would relieve the departments themselves of much interruption and delay arising from wrongly addressed inquiries and callers.

In my own department, passenger transport, the greatest contribution to more efficient and productive effort would come not from within the department, but from local factories staggering their starting and finishing times. Repeated appeals, local and national, have been made for this, but with little result. Yet such a measure would produce more "efficiency" than anything else—and what a help it would be to the electricity supply industry, too.

ELECTRICITY SERVICE

Consultation and education

from JOHN PEPPER, *establishment officer, East Midlands Electricity Board*

THE EFFICIENCY of an industry must spring from within the industry itself. Therefore, greater efficiency depends not so much on the elimination of a few superfluous forms or the cutting out of the odd wasteful process, as on the hands and minds of the men and women who make up the industry. Work is most effective when it is done intelligently, and when those employed bring their full capacities to bear on their tasks. For an industry to be efficient, its individual workers must be efficient.

In the electricity supply industry, much is expected from the machinery of joint consultation (both negotiating and advisory) established at national, district, and local levels. The immediate object is to encourage good labour relations which are essential to increased output. It is hoped that joint consultation will give each member of the staff the opportunity of making his contribution towards greater efficiency. Almost everyone has *some* managing ability, however little, and should be able to exercise it to the advantage of himself and his job.

There is a danger, however, that joint consultation, in its widest sense, may be taken for granted and regarded as a time-wasting, paper-creating nuisance. If we are to reap its benefits in increased efficiency, we must refresh our minds with the purpose and the ideals behind it. If we do not, management may begin to look upon it as a necessary evil which must not be allowed to influence policy, and workers to use it merely as an outlet for airing petty grievances, efficiency suffering in either case.

Side by side with joint consultation is the development of education and training. Schemes which were in operation before vesting day have now been co-ordinated and extended to give everyone in the industry the opportunity for self-improvement. It was realised that, to prevent frustration amongst members of the General Division, it was necessary to provide a ladder to the higher grade. But this, it was emphasised, was to be a *ladder* to be climbed by individual effort—not an escalator carrying one up automatically.

Another aspect of efficiency is that covered by the policy of decentralisation. The industry is pledged to this policy, in the sense that things which can be done just as efficiently at the outer edge of the organisation as at the centre should be done there. The only proviso is that, along with

decentralisation, there must be a certain measure of co-ordination to ensure that the best practice is followed.

Today, the country is divided into 14 area boards, each controlling five to eight sub-areas which are themselves sub-divided into districts. It was early apparent that if every instruction or policy direction from an area board had to pass through sub-area H.Q. before being transmitted to the various districts, there was the danger of an administrative bottleneck at sub-area level. Therefore, although the three-tier structure has proved itself sound in many respects, it is becoming increasingly clear that the position of sub-area H.Q. is being assailed both by the advantages of decentralisation and the economies of large scale organisation. In other words, complete decentralisation will place the safe keeping of consumer service in the hands of the district whilst area board H.Q. will attract such activities as bulk purchasing, insurance, and the administration of the safety, health, welfare, education and training services. The eventual picture, therefore, might be a small high-grade planning staff at area board H.Q. directly controlling 16 or 17 districts, each under a district manager. This elimination of sub-areas would both improve administrative efficiency and communications between districts and headquarters and be less costly to operate.

Competition between comparable units is a useful stimulus to efficiency. Equally important is the use of an efficiency index to measure the efficiency of the same unit at different times, to ensure that progress is being made. The difficulty is to find a yardstick by which comparative performances may be measured.

A simple performance index may be obtained by dividing the number of persons employed in a certain category into the volume of work they do. The performance index thus obtained would allow comparison between the different units of an organisation and would help each unit to keep a watch on its own efficiency. I do not pretend that an efficiency index obtained by the above method is the last word as an accurate guide, but it is a start and would yield some interesting results. There is here a big field for research, success in which would certainly result in increased efficiency.

HOSPITAL SERVICE

"Local initiative essential"

from C. A. S. BROOKS, deputy secretary, East Devon Hospital Group Management Committee

ADMINISTRATIVE EFFICIENCY in the hospital service will not be achieved until the Ministry of Health ceases to exercise detailed control of administration, the functions of regional authorities are confined to securing the best possible distribution of hospital services in their areas, and the powers of management committees have been increased.

Under the present system, the chain of reference upwards is preventing the exercise of that local initiative and responsibility which is essential for an efficient service. For example, should a house committee suggest the letting of a portion of land or other property not needed immediately, no lease can be negotiated until its recommendation has been approved by the management committee, the regional area committee (where one exists), the regional board, and

the Minister of Health, the Minister signing the lease with the tenant.

The Minister announced that in 1951-52 approval of estimates of expenditure of management committees would rest with him instead of with regional boards, because of "a marked increase in the knowledge and experience of financial control." But regional boards were, nevertheless, required to give directions to reduce the rate of expenditure where it was likely to exceed approved estimates.

By contrast, the Minister has given regional boards power to lay down financial and accounting systems for adoption in their regions. The possibility therefore exists of the introduction of 14 different accounting systems within the hospital service.

The principle of grouping hospital management committees, enunciated in the Hospital Surveys (Report of Ministry of Health, 1946), to provide the facilities of a single, large, well-equipped, all-purpose general hospital has not been followed. The composition of groups varies greatly and some are so small that they have had to combine to make the appointment of qualified administrative officers economically practicable. Moreover, in a small group, there is often a tendency for the committee to enter into details to such an extent as to interfere unduly with the recognised functions of the specialist officers. Many administrative groups are unsuitable. The ideal administrative unit may well be one which corresponds with the clinical area.

Far greater care must also be taken in the future in the selection and training of hospital administrators.

Captain J. E. Stone has described a hospital as being at once an hotel, an industrial plant, and a college, and has stressed the exceptional qualities required in an administrator who must co-ordinate the activities of staff ranging from labourers to scientists. The importance of good administration is shown by the fact that salaries and wages account for well over half the cost of maintaining hospitals. In view of this, it is surprising that, before the war, so little attention was given to sound organisation designed to secure the fullest degree of collaboration among hospital staff. When the national health service was established, few hospitals could be described as functional units, and the same criticism is, unfortunately, valid of many hospitals and hospital groups today. Many studies of management technique have revealed that few staffing problems exist where each employee is encouraged to feel that he is a member of a team. Joan Woodward, in "Personal Relations in a Group of Hospitals," emphasised that the success of an organisation depends on the degree of awareness of each individual of the aim of the undertaking and on the zeal and intelligence with which that aim is pursued.

I suggest, therefore, that the greatest single factor in securing efficiency in hospital administration is the formulation and wise interpretation of a sound personnel policy. All too often are employees convinced that the management committee, or its senior officers, are concerned only with extracting "units of labour" instead of welcoming the co-operation of an intelligent and responsible employee. Great care must be taken in the future to ensure that hospital administrators are trained to foster the establishment and maintenance of good personnel relations and to secure the effective use of staff by ensuring those conditions which will enable all in the organisation to contribute most effectively to its aims. Equally important is the need to understand each employee and assist him to derive the personal and social satisfactions he seeks in his work.

Germany's doubtful democrats

Since the war, the Allies have been trying to convert Germany to democracy—starting with local government. Laurence Welsh, one of many British experts who took part in the experiment, here describes how far it has succeeded—and how far it has failed

THE DETERMINATION of the allies to remodel German public affairs on democratic lines led to an interesting experiment in political education. British local government officers and other experts went to Germany to explain the basic principles of our system. They sought to convince the bureaucratically-minded Germans that a form of administration in which salaried experts are responsible to lay elected bodies may nevertheless be efficient; that the business of the official is to advise his councillors and to carry out their decisions; that he is well advised to have no party allegiance; and that if he gives loyal and willing service he should be assured of security of tenure for life.

Above all, the British tried to persuade the Germans that their pre-existing methods of local government suffered from a major defect—that they gave the ordinary citizen too little share in political processes. It was part of the British aim to provide the citizens with the opportunity to administer their own affairs, free from the central direction which was a salient feature of pre-war German local government.

The necessary constitutional changes were made by the British military government. I was one of a team of British local government speakers who, in 1946, went among German local councillors and officials describing our methods and the democratic principles which were enshrined in that legislation. Now, five years later, I have been back to Germany and have talked with councillors and British and German officials about the results.

Councillors' higher status

Notable changes are at once obvious. No longer is the town hall dominated by the burgomaster, a political appointee who held office for a term of years, was paid a salary and gave full-time service, but who, though appointed by the local authority, drew as much as four-fifths of his salary from the central government, to which a corresponding share of his allegiance was accorded. The burgomaster today has a status more nearly resembling that of the British mayor, the town or county clerk having replaced him as the administrative head.

Again, status and prestige of the elected members are undoubtedly higher than they were. In 1946 we had to impress upon the councillors that they were the masters and the chief official was their employee. The grocers, railway workers and the like, who made up the town council in the Westphalian textile town where I was quartered, found it hard to believe that they were there to issue orders to the learned and experienced official to whom they had in the past shown respectful deference. Today, I was told, the two parties have found their respective places. So far, so good. If the ordinary German citizen is learning the possibilities of responsible self-government, that is a triumph for democracy.

Will such changes endure? How far do the Germans really appreciate the virtues of a clear-cut division of function between councillors and officials? Is the new method widely acceptable? I doubt it. Many German

officials told me they still regard the burgomaster form of local government, in which the politically chosen mayor acts as a kind of city manager during his term of office, as the specific German contribution to local government. They valued it because of its administrative simplicity and efficiency; they showed no appreciation of its result in depriving the elected representatives of the power of self-determination and elections of much of their meaning.

The Germans pointed to their high voting record—80 per cent is common—as evidence that British critics were wrong in denying their interest in public affairs. I think the answer is that the Germans are passionately concerned about party politics; that they vote in heavy numbers for the party of their fancy; but that they are then content to let the party run the show, including the nomination of a few "strong men" to control municipal administration. If the parties are farsighted—as they tend to be—and appoint efficient nominees, the public service will work smoothly and only the idealistic democrat will see that there is anything wrong. That has been the characteristic of German rule for many years, and it has made the public administration a handy weapon for two major tyrannies. The post-1945 reforms are all that stand in the way of a return to those conditions.

Senior officers party men

It is not an encouraging sign that even the regularly-appointed senior officials are themselves party men; they are not openly appointed for that reason, but many people to whom I spoke agreed that it was an advantage for a candidate to be a member of the right party. In Hanover, I was told, party changes have led to two town clerks being removed, and the town today pays the salary of one and the pensions of two (both hale and hearty and well able to do the job). The clerk of another large town, when I questioned him about his background, said that in the old days he used to be a burgomaster. The Germans have not accepted one of the main arguments we pressed upon them: that the most efficient service is rendered by public officials who are independent of party political allegiance.

Against this excessive preoccupation with party politics in local administration, there are some heartening signs. Local government has acquired independence of central direction. There is virtually no control over local authorities exercised by the Federal government and little by the provincial governments.

The Federal government, of course, is only just finding its feet, and when it has established itself the German equivalent of Whitehall may try to refasten the shackles on the local authorities. I believe that any such attempt would be firmly resisted, probably with success, for town councillors and officials alike are appreciating their new freedom. Only if Germany again came under the domination of a ruthless authoritarian party like the Nazis would there be a danger that party officials at central and local levels would conspire to re-establish a unified system in which the local authorities were no more than agents of the Federal power.

The mayor eats humble pie

A glimpse of local self-government in modern Czechoslovakia

by MARGARET HAMILTON

WHILST on holiday in Czechoslovakia this year, I attended a ward meeting in Mariánské Lázně, formerly the popular spa of Marienbad, now a holiday centre for Czech trade unionists, and I heard something which I have never heard here: a mayor, after being thoroughly told off by the people he represents, eating humble pie and agreeing to have matters put right at once.

The meeting, too, was something unusual to us. It was a gathering of citizens which members of the local councils (or local national committees, as they are called) must hold at regular intervals in the sections of the town or group of villages which they serve: an idea which might with advantage be followed in this country. It seemed to me that both the mayor and councillors on the platform and their constituents in the body of the hall were conscious that, if the citizens were not satisfied with the conduct of their representatives, they could withdraw and replace them at any time.

I have mentioned "the platform" and "the hall," but in fact the meeting was held in a restaurant. The councillors plus a number of teachers (there because the meeting was to discuss the reopening of the schools after summer holidays) were seated in a sort of horse-shoe of restaurant tables. Mugs of beer were in front of those who wanted them, and were replenished when necessary. Members of the audience, too, could quench their thirst if they wished, so that the atmosphere began by being very friendly.

The first speaker was a young woman, a fairly new member of the council, who was being given this chance to practise public speaking. She showed all the familiar signs of nervousness, reading her speech from a paper that trembled in her hands, and at one point breaking off because she had lost either the place or her voice. However, she got going again, and finished amid a burst of applause that would give her confidence for her next attempt. Like all the official speakers, she stressed the importance of education, because "the children of a country are its future."

This was all very well, but fathers and mothers in the audience soon got down to brassier tacks. Why, demanded a hefty farm-worker, had it been decided to close a certain local nursery school? He was told that the building was needed to house thirty orphans, but that buses would be provided to take the nursery school children to another school in Mariánské Lázně. But why, came the supplementary question, should the

children have to travel: why could not local schools be provided? To this, a woman from the other side of the room retorted that it was the fault of mothers themselves who—for slightly snobbish reasons—had insisted that their children should go to school in Mariánské Lázně.

Then came a wrangle on a subject familiar to many mothers in this country: how were the children to be looked after between the end of school time and their mothers' return from work? In this ward, apparently, they had been kept in the schoolrooms, but mothers protested that these rooms needed to be cleaned and aired, and then demanded a separate kindergarten. Some began suggesting possible places for such a centre until one parent broke in with a fiery reminder that it was not the parents' job to make such suggestions: they needed only to instruct the council—and it was for the council to carry out the instruction! This outburst was greeted with cries of approval.

Then the mayor stood up to answer—as presumably mayors all over the world must do—that he could not give a final decision until he had reported back to the full council. But, he admitted, it was true that, owing to "pressure of business," they had rather overlooked this question of a kindergarten, and he gave an assurance that temporary premises of some kind would be found immediately to house the children until a special building could be provided. After cheering this statement, the audience returned to their beer mugs.

I hope that, some day, I shall be able to attend such a meeting in my own district of Glasgow.

This local government



"Refreshments will be provided for visitors from a distance."

Sent by G. Jenkins, Rhondda.

Service conditions news

ELECTRICITY

Most "protected" staff to get salary increase soon

by L. G. MOSER

A PROCEDURE has been agreed by which it is hoped that the maximum number of employees with protected salaries will receive the recent salary increases with the least possible delay.

These employees fall into four broad categories:

Those transferred at vesting day whose salaries under their pre-vesting day scales are higher than those under the N.J.C. agreement;

Those whose interim grading was higher than their permanent grading;

Those whose original permanent grading has been subsequently reduced; and

Those whose salaries under provisional scales are higher than those under the N.J.C. agreement.

The Boards' members have now agreed that some categories should receive the increase in full, but they have reservations in others. The trade union members do not admit that any categories should be excluded, but agree that some cases will need special consideration. It has therefore been agreed that the Boards' members should advise electricity boards of their views as to which categories should receive the recent increases, and that difficult cases should be referred to district councils.

The disadvantage of this procedure is that I cannot indicate which employees are likely to get the increase immediately and which cases will need to be discussed by district councils. It has, however, the overwhelming advantage that those whose position is no longer in dispute—and there is every indication that this will be the large majority—will receive the benefit without having to wait whilst the others are investigated. Any members who are told by their Board that they are not to receive the increase should inform their branch so that their case can be referred to the district organisation officer.

Grade I improved

When the salary agreement was issued in March 1950, there were many criticisms of Grade I because the maximum of the scale (£390) was only £5 above the maximum of the General Clerical scale. As a result of the recent salary increase, Grade I went up to £440, whilst the maximum of the General Clerical scale increased to

£430 and was reached two years earlier. It has now been agreed that, as from June 1, 1951, there should be another step added to Grade I, which becomes £360 rising by four increments of £20 and one of £10 to £450. It is hoped that this improvement will remove many of the present anomalies.

Bonus schemes

It has at last been agreed that all employees who were subject to bonus schemes should be treated according to the same principles, and a sub-committee has been appointed to examine the application to administrative and clerical staffs of a scheme similar to the N.J.C. Transitional Scheme. To avoid unnecessary delay, the sub-committee will report to the negotiating committee, which has been empowered to issue any agreed recommendations.

N.J.B.-N.J.C. co-ordinating committee

Holiday entitlement and certain other allowances are regulated according to salary. The effect of the recent salary increases upon these agreements will therefore need consideration and the question has been referred to the N.J.B.-N.J.C. co-ordinating committee. Meanwhile, it has been agreed that the increases should not alter an employee's entitlement under these agreements.

Car users will be relieved to know that the co-ordinating committee was to meet on November 30—after this journal had gone to press—to consider the scheme of car allowances to apply from April 1, 1951.

Commercial officers

This vexed question has still not been resolved. In another attempt to settle it, a joint sub-committee has been appointed, consisting of Boards' representatives and trade union members of both the N.J.B. and N.J.C. Such a committee, if all concerned will forget prejudices and preconceived ideas and examine this problem not so much from the point of view of sectional interest as from the need to ensure both the successful development of the commercial side of the industry and the wellbeing of the employees concerned, could, in my view, do much towards solving the problem. Unfortunately, there are one or two who have given no clear assurance that they will approach the problem in this way, but that should not deter the rest of us—who include others besides the N.J.C. unions—from making another sincere attempt to make progress.

Meanwhile, in view of the increases in salaries provided by both the N.J.B. and N.J.C. agreements, the N.J.C. has agreed to recommend to area boards that com-

mercial staff not yet graded should be given an appropriate increase in salary.

Meal allowances

Difficulties have arisen here and there because the agreement does not specifically provide for meal allowances to be paid to employees not entitled to overtime payment who work at their usual place of employment outside normal hours on a Saturday or Sunday. It is not intended to alter the agreement (because it applies also to N.J.B. staff, whose position is slightly different) but electricity boards are being informed that the allowances should be paid.

Managerial grades

It is hoped that sufficient progress will have been made with proposals for salaries for managerial and higher executive grades to enable the joint committee to meet soon to get ahead with these now overdue negotiations.

I am sorry that J. W. LEE, one of NALGO's representatives on the Administrative, Secretarial and Executive Sub-Committee, was wrongly designated in my notes last month. Mr. Lee is architect to the Eastern Electricity Board.

LOCAL GOVERNMENT

Equal pay claim to go to next N.J.C. meeting

by J. C. HAMILTON

AT THE LAST meeting of the local government National Joint Council the staff side gave notice of its intention to submit a claim for equal pay for equal work. The case is now being prepared for submission and negotiation at the next meeting of the N.J.C.

Salaries of senior officers

Many inquiries have been received about the progress of negotiations on national salary standards for senior officers, including deputies to the five designated classes of chief officers—clerks, treasurers and accountants, engineers and surveyors, chief education officers, and architects.

The Joint Liaison Committee, representing the National Joint Council and the Joint Negotiating Committee for Chief Officers, which was set up a year ago, has met several times and has had lengthy discussions. Unfortunately, however, no agreement has yet been reached.

Budget inquiry

Towards the end of July the General Secretary wrote to a number of branch secretaries seeking their help in an economic survey being carried out by the social research division of the London School of Economics. They were asked to approach certain named members of their branches with the request that they would complete a questionnaire issued by the

School asking for information on their earnings and spending.

So far, the response has been disappointing: so few completed questionnaires have been received that the inquiry cannot proceed. All those concerned, therefore, are asked to co-operate with us so that the survey may be successfully concluded.

HEALTH

Pay rise for medical laboratory technicians

by G. W. PHILLIPS

Professional and Technical "B"

THE following new salary scales, applicable from May 1, 1951, have been agreed for medical laboratory technicians:

Student technicians:

Age	Annual salary	Age	Annual salary
	£		£
16	125	21	240
17	140	22	260
18	160	23	280
19	180	24	300
20	210	25 and over	320

Junior technicians:

On passing the intermediate examination of the Institute of Medical Laboratory Technology (or equivalent qualification) or the Inter B.Sc., the student becomes a junior technician with a salary increased by £13 at all points on the above scale.

Salaries of student technicians who have passed no examinations are increased to £333 at age 30.

Technician: £410 x £15(3) x £20(1)—£475. On gaining the Fellowship of the Institute of Medical Laboratory Technology (or equivalent qualification) salary is increased by £15 at any point on the scale.

Senior technician: £495 x £20(3) x £25(1)—£580.

Chief technician: £580 x £20—£700.

London "weighting" for officers employed in laboratories in the Metropolitan Police area remains unchanged, i.e. age 16-20, £10; 21-25, £20; 26 and over, £30.

Officers will be assimilated at the point of the new scale corresponding to their age or incremental point on the old scale at May 1, 1951 or at their date of entry to the service, whichever is the later. The incremental date remains unchanged.

R.H.B. architects' and engineers' staff: The staff side of committee "F" has submitted proposed salary scales for professional and technical staffs in architectural and engineering departments of regional hospital boards. The committee is expected to meet soon.

Hospital engineers: Revised salary scales have been agreed and a Whitley circular giving details of the agreement will be issued shortly.

Clerks of works and teaching hospital engineers: Special sub-committees have been appointed to consider the salaries of these officers.

Professional and Technical "A"

The staff side is pressing a claim for the £50 increase in the salaries of certain medical auxiliaries to be extended to unqualified staffs in the appropriate grades.

Discussions are continuing on the salaries of chiropodists.

Administrative and Clerical

Salaries of hospital caterers, house-keeper caterers and hostel wardens are being negotiated.

Nurses and Midwives

NMC Circular No. 21 gives details of revised rates of remuneration for part-time public health nurses and domiciliary nurses and midwives. Copies of the circular have been sent to branches.

General Council

Mileage allowances: The staff side is studying proposals from the management side for the revision of the present allowances.

Short-term and long-term subsistence allowances: The staff side, having again considered the management side's proposals, decided not to accept them.

Hospital cadet grade: The staff side has informed the management side that it does not approve of the introduction of a cadet grade, but that if such a grade is established the rate for the job should be paid. The management side is to consider the matter further.

Post-entry training: The management side stated that it was prepared to agree to functional councils dealing with post-entry training schemes provided that councils conformed to an agreement on general principles by the General Council and undertook to put their proposals in writing.

National Consultative Committee

At a meeting of this committee on October 27, matters discussed and decisions reached included:

Post-entry training and qualifications: The sub-committee investigating this subject was instructed to complete its report for consideration by the Association's representatives on the Administrative and Clerical Council.

R.H.B. architects' and engineers' staff: It was noted with satisfaction that proposals on the salaries and conditions of service of professional and technical staffs in architectural and engineering departments of regional hospital boards had been submitted to the management side of committee "F" of Professional and Technical Council "B," and that two of NALGO's representatives—D. G. L. D. FINCH, architect to Birmingham R.H.B., and myself—had been appointed chairman

and secretary respectively of the staff side of the committee.

Professional and Technical "A": J. Lancaster was appointed in my place to represent the Association on this council.

A.C. Circular No. 17: The committee considered letters and resolutions from district consultative committees and branches criticising the recent salary agreement for administrative and clerical staff. The main criticism was of the recommended method of assimilation, particularly the provisions affecting posts re-graded lower than the "normal" shown in Part I of the scheme. When any entirely new grading structure is introduced there must be a review of posts before re-grading can begin. In some cases "normal" re-grading of a post would disturb the existing relation between it and other posts, which would be undesirable, and therefore those posts must be regraded below normal. Faced with this position in the administrative and clerical staffs agreement, the staff side had to protect the officers occupying these posts and ensure that they gained something from the new scheme. It was never contemplated, however, that the introduction of the scheme should be the signal for a general downgrading, and branches should inform district organisation officers immediately of any cases where this appears to have been done.

Another Whitley Council circular, dealing with other criticisms is to be sent out soon.

GAS SERVICE

A message from the new national organiser



G. H. Newman

I AM PLEASED to have this opportunity of greeting members in the Gas Industry following my recent appointment as organising officer for gas staffs. I trust that our common efforts may prove fruitful.

At the time of writing I have not taken

up my full duties at Headquarters since, until my successor is nominated, I am retaining the secretaryship of the unions' side of the South West Area Joint Council and the South West Joint Standing Committee. We are part way through a timetable of twenty-two meetings of appeals committees.

The National Joint Council has not met since the last notes appeared, but will be holding its next meeting soon after this number of the journal is published. The staff side, however, has continued to give careful consideration to important outstanding questions: the claim for a further all-round increase in salaries; a scheme for payment of overtime; the holiday agreement; motor car allowances; and other matters.

The Senior Gas Officers Joint Council was to meet at the end of November, after this short message had been written.

TRANSPORT

Higher salaries claimed for waterways staff

by J. LANCASTER

A MEETING of the National Consultative Committee was held on November 10. Decisions of the 1951 Conference on Whitleyism, equal pay for

equal work, staff welfare, overtime and make-up of civil pay were referred to the members of the staff side of the N.J.C. for the Salaried Staff of Waterways Divisions, this being the only Whitley council at present functioning in the transport section.

Docks and inland waterways

The committee recommended to the National Executive Council that E. W. KEMPTON (Docks and Inland Waterways—South Eastern Division) and I should be appointed the Association's representatives on the N.J.C. for the Salaried Staff of Waterways Divisions for the year ending March 31, 1953.

It was reported to the committee that the staff side of the N.J.C. had submitted an application to the Docks and Inland Waterways Executive for a substantial increase in salary scales, and that a meeting of the N.J.C. was to be held on November 26.

Road passenger transport

A report of the meeting of the Transport Advisory Committee on September 13 was submitted and it was agreed that, should there be a successful outcome of our request for penalty payments for inspectors and clerical staff working week-end duties, consideration should be given to the inclusion of certain officers in the A.P.T. grades who are similarly placed.

Company staffs

The committee considered a report on the possibility of establishing Whitley machinery for staffs in the road passenger transport (company controlled) field. In the light of recent developments, it was decided to consider this matter again at the next meeting of the committee which, it is hoped, will be held early next year. This matter is receiving every possible consideration; it presents many difficulties and action will be taken at the appropriate time.

B.E.T. undertakings

It was reported that applications for revised salary scales were submitted on October 22 to the managements of B.E.T. undertakings where there are NALGO members.

Other undertakings

An agreement has been signed by the management of the United Counties Omnibus Company and the Association for increases in pay to some grades of clerical staff.

Representation of company branches

After a long discussion on the suggestion that company members were not well represented on the committee, it was agreed to recommend the N.E.C. to co-opt another company member.



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Name (block letters)

Address

Please send me "ADVANCE."

I am/am not a member of the Association.

L.G.S. 12.51.

Caring for the homeless child

Problems reviewed at NALGO week-end school

THE FIRST national week-end school to be run by the Association's education department—the school on the care of children deprived of a normal home life, held at Bournemouth on October 27 and 28—proved the experiment to be well worth while. In addition to representatives of the Association of Hospital and Welfare Administrators, who co-operated with NALGO in organising the school, 94 officers, mostly administrative staffs of children's departments and supervisors of children's homes, seized the first opportunity since the Children Act was passed in 1948 to get together and examine their common problems. Of the 94 attending, 58 had been granted leave with pay, and 23 financial assistance from their employing authorities. Nine obtained grants from NALGO branches.

Lectures on the child care service at national and local level were given respectively by MISS A. M. SCORRER, chief inspector in the Home Office children's department, and EDWIN AINS-COW, who is children's officer to the London county council and president of the Association of Children's Officers. Both speakers stressed the need for ensuring harmony between the various agencies concerned in child care and for avoiding overlapping of work, and each emphasised the importance of treating each child as an individual. For example, boarding-out was generally the best way of providing for a homeless child, since it offered the best prospect of his gaining the benefits of private home life, but not all children were suitable for boarding out. In any case, the child and his substitute parents must be carefully "matched," and this meant careful team-work among those who knew the child—perhaps in a children's home—and those who knew the proposed foster-parents—the children's officer or boarding-out staff.

Asked about the position of a master and matron of a children's home who, since the 1948 Act, were not allowed to attend meetings of the management committee, Mr. Ainscow replied that, in his view, those immediately responsible for the care of children should be consulted at all stages. He implied that they should attend committee meetings and report on the conduct of the home.

Replying to a criticism that inspectors' reports were not always shown to those responsible for the management of homes, Miss Scorrer reminded the school that a report was a subjective document, expressing the views of the writer and intended for the use of his senior officer; what really mattered was that, after reports had been weighed

and executive action decided, the people in the field should know the practical result. She agreed, however, that inspectors should settle as much as possible "on the ground," offering frank comments and advice as they went along; she wanted to get rid of the idea that an inspector was "a cross between the gasman and the Gestapo." He was a colleague who came to help, not to hinder.

MISS NORAH GIBBS, psychologist at the child guidance training centre of Central Middlesex Group Hospital Management Committee, gave two lectures on mental health in childhood. Her clarity of expression and the close observation of children which her talks revealed greatly impressed her audience. Even those who feared that the attitude of a psychologist would prove unrealistic were particularly pleased with the down-to-earth qualities of Miss Gibbs' talks.

DR. R. H. PARRY, Bristol's medical officer of health, gave a general lecture on the health of the child which was equally notable for its human warmth and understanding. As a practical guide to the students, Dr. Parry suggested that they should never attribute any characteristic to inheritance unless they could be quite sure that it was not due to environment; for if they erred in the other direction they might become fatalistic

and cease to strive for improvements in circumstances which man can control.

The daily trials which face those responsible for the administration of a children's home were described by MISS M. W. BARNES, children's officer of Coventry. Her audience got the impression that the greatest causes of all the difficulties were the shortage of homes and the difficulty of recruiting staff to look after the children.

H. K. HOXTER, youth employment officer of East Ham, outlined some of the ancillary services connected with child welfare (youth employment, school welfare, and probation were his examples) and he emphasised the need for co-operation between those who work in them at local, national, and international level.

The highly successful week-end came to an end with a talk by MISS GWEN CHESTERS of the Home Office, on the care of children in residential nurseries. Neither her department nor she herself held a brief for residential nurseries, she said; children were better in private homes whenever this could be arranged. For a few children community life was inevitable, and they had to make the best of a bad job. But this in no way detracted from the value of the tasks undertaken by the nursery staff.

Concluding the school, A. E. ODELL, chairman of the Association's education committee, expressed satisfaction at the attendance—a fine response, he said, to NALGO's first venture in the provision of short specialised courses. The spontaneous vote of thanks to the organisers implied that similar schools next year would be well supported.

NALGO wins claim for nurse who contracted tuberculosis

A GENERAL hospital nurse who became sick was told by the doctor that she had pneumonia; after six weeks she was told she was suffering from pleurisy. It was not until more than six months later that she was told that she had tuberculosis and that she had been suffering from that disease since she had first reported sick.

She claimed compensation, declaring that her condition was a direct result of her work and contact with the sick. The claim was rejected by the hospital management committee. NALGO was then asked to help, and, after investigation, found that in the course of her duties the nurse had been in contact with patients suffering from tuberculosis.

Medical reports and specialists' opinions were obtained which confirmed that the nurse was, in fact, suffering from tuberculosis when she first reported that she was sick, and that the probability was that she contracted the disease as a result of her nursing duties.

The Association then supported the

nurse in arbitration proceedings against the Ministry of Health, under the Workmen's Compensation Acts because the disease had been contracted before July 5, 1948. The claim was contested until the day before the arbitration was to be heard, when the Ministry admitted liability. When the case came before the county court judge, as arbitrator, a formal award was made for payment of the arrears of compensation, and future weekly payments at the full rate.

NALGO's legal department, which brought this claim to a satisfactory ending, has successfully supported thousands of other claims, and last year gave legal assistance to 1,164 members on matters relating to superannuation, compensation, conditions of service, libel, slander, accidents, and miscellaneous matters. No member can say with certainty that he will not need help in the future; but should he need help, he can be certain that the Association's legal department will be there to assist.

Readers' Forum

ASSOCIATION'S FUTURE

"L.G.O.s prejudiced"

MR. EAGLES' reply to my letter on the trend of NALGO away from local government says everything to be expected from his side of the picture. I was, of course, well aware of the Association's decision five years ago to extend its membership. I also recall that, at my first Conference in 1948, the proposal to change the name of the Association was quickly given the *coup de grâce*.

All my fears are confirmed by Mr. Eagles' observations, which make it abundantly clear that it is to be the determined policy of the non-local government elements to recruit everyone possible (if eligible) and that the proposed change of meaning of the letters NALGO is directed to that objective.

Since no letter appeared supporting my views, it seems likely that, at next year's Conference, the title of our Association will change to "National and Local Government Officers' Association." I would conclude, therefore, by directing the attention of local government officers to the following points:

1. They come second in the new title.
2. In spite of Mr. Eagles' assurances, the effect of intense recruitment will be more likely to prejudice than to enhance their interests.

3. The alleged unity of the Association will be superficial only, as, in fact, there is now little in common between the sections. Agendas of future Conferences will probably, therefore, have to be sectionalised.

4. When it was decided to extend membership five years ago, there was the natural desire to retain members who had been taken over by the newly-formed Boards. I do not believe that the ordinary NALGO member thought that this would result in the drastic changes that will take place within the Association.

Town Hall,
Wembley

L. A. COOPER

Is not Mr. Cooper crying before he is hurt? All recent experience in every field of the Association's work suggests that local government officers, no less than those in other services, have benefited from the expansion of the Association and the enhanced prestige and experience it has brought.

WASTE PAPER SALVAGE

Remember the archives!

MAY I, as chairman of a professional association whose members are charged with the care and custody of ancient and modern records, urge those local government officers who are preparing to help meet the demand in your last issue for "1,200,000 tons of waste paper" to consider, before they consign any papers

to the salvage cart, whether any of the condemned documents might be of value to present and future economists and historians?

The history of our generation—national and local, social and economic—has still to be written, and it is the duty of every public official to see that he delivers to posterity an adequate series of records of the organisation he serves. Grievous and irreparable losses have occurred in the past through indifference, ignorance, and misguided patriotism. There are, for

Letters for the January journal must reach the editor, 1 York Gate, Regent's Park, London, N.W.1, before December 12.

instance, sad gaps in the history of the development of highways and road engineering because in earlier days the newly formed highway authorities failed to realise the historical value of the records of the old Turnpike Trusts, whose functions they had taken over. More recently, many education authorities have not realised the importance of the records of the old endowed schools, and many of these have perished. Through excess of zeal in recent salvage drives, rate books covering a century or more were destroyed, and unique evidence of the social structure and development of the districts to which they related was lost.

It is, of course, impossible and undesirable, both in the interest of present-day economy and of future historical research, to preserve all the vast mass of papers which accumulate in the basements of the offices of public authorities. Elimination, even drastic elimination, there must be, but if the errors of previous salvage drives are to be avoided, selection for destruction must be made with care and discrimination.

In nearly every county in England there is a county archivist who will be willing to advise public authorities on the historical usefulness of documents which they are considering destroying.

WILLIAM LE HARDY

Chairman of the Society of Local Archivists and County Archivists for Hertfordshire and Middlesex.

*County Record Office,
Westminster, S.W.1*

HOSPITAL SUPPLIES OFFICERS

Essential today

THE STATEMENT in your report in the November journal of the week-end school for health staffs that Capt. J. E. Stone, director of the hospital facilities division, King Edward's Hospital Fund, "could find no need for supplies officers in hospitals" has aroused comment. It

must be remembered, however, that the King Edward's Fund dealt with voluntary hospitals, and Capt. Stone's views are naturally coloured by his own experience. Few voluntary hospitals had a supplies officer and, in many, purchasing was done by various persons who had not to face the criticism of a Government auditor. Heads of departments, such as matrons, stewards, and catering officers, while knowing what they wanted, had no training or experience in the best methods of buying, nor any time to employ the methods which alone ensure that one gets the most economical value.

Now that all hospitals are using the tax-payers' money, it is not surprising that the Comptroller and Auditor General has pointed out that hospital purchasing should be based on written competitive tenders "as with other public authorities." Capt. Stone would no doubt suggest that this can best be done by bulk purchasing by the Ministry of Health. But most boards and management committees are hostile to this. Moreover, as the Ministry's officers have admitted, much buying must be done locally, and they have no intention of attempting to cover all fields. There are many arguments for and against bulk purchase and supply, but surely the strongest is that a supplies officer on the spot, working in conjunction with the heads of departments, can best satisfy the needs of his hospitals at economical prices.

I was amused to read that Mr. S. F. L. Tye, though speaking on the organisation of a hospital supplies department, "put more arguments against them than for." As for his statement that supplies officers would not be wanted in a hundred years' time, they will disappear before that if the present scheme of bulk purchase and central supply is continued. All public authorities in receipt of exchequer grants will then, regardless of their own supplies arrangements, be required to utilise the services of the supplies division of the various ministries.

I cannot over-emphasise the discouraging effect of these talks on supplies staff, who went to Eastbourne to learn. They asked for bread and were given a Stone.

*17, Bleckheath Rise,
London, S.E.13*

H. O. SKITT

Mr. Tye explains

YOUR BRIEF report of my talk at the week-end school for health staffs may give your readers a false impression of my views on the need for hospital supplies officers. The audience, which included a number of these officers, was able to judge clearly when my tongue was in my cheek. A series of articles under my name at present appearing in "Supplies" will make my views on the need for supplies officers clear.

Far from wishing to see hospital supplies officers dispensed with, I advocated the establishment of joint supplies departments so that those public bodies

(whether local authorities or hospital management committees) not able to afford a supplies department of their own could profit from the service which such a department is able to offer.

It is true that I gave reasons for dispensing with supplies officers. I also suggested that local authorities should dispense with fire brigades and take out insurance policies instead. I do not think any members of the audience regarded either of these arguments as more than an attempt to meet the request of the organisers for a little light relief.

Your reporter is correct in saying that I took the view that supplies officers would not be wanted in a hundred years' time. This part of my talk was serious, but must be understood in its context. I was discussing the complex industrial organisation which resulted from the industrial revolution, and gave my opinion that, within another hundred years, our artificial and unnatural industrial "civilization" would break down and this country would revert to a normal economy based on agriculture, in which craftsmen would take the place of factory workers, and executives would no longer be needed. Not only supplies officers, but also sales managers, production engineers, managing directors, chartered accountants, and perhaps most civil servants and local government officers would be redundant by that time. This, of course, is my personal opinion, and in no way affects the point at issue.

Supplies Department
County Hall, Cardiff. S. F. L. TYE
County Supplies Officer

ELECTRICITY PAY

A comparison corrected

MEMBERS of this electricity branch are not dissatisfied with the recent salary award, but they are disturbed that you should be so misinformed as to say, in the footnote to the letter from R. A. WARREN, that the scales set out there are those which applied before the recent award, and that those over 21 get a minimum London weighting of £40.

Electric House,
Wellesley Road, Croydon. F. S. J. PENNY

Mr. Penny is correct: the footnote did contain two unfortunate errors. The scales set out for railway and electricity staffs were those current at the time—agreed for railway staffs on January 1 and for electricity staffs on June 1. In the reference to London weighting, five important words were omitted, and it should have read: "London weighting over 21—5 per cent with a minimum of £30 and a maximum of £40." Since then, the Railway Executive and unions have accepted an 8 per cent all-round increase—but the point made in the footnote stands.

EQUAL PAY

Women pounce on "Annoyed"

It would take a whole issue of "L.G.S." to publish all the letters we have had from women members replying, in anger, pain, or sadness, to "Annoyed," who last month

condemned the claim for equal pay and called on his colleagues to "strike a blow for freedom and the end of petticoat government." The most we can do is to publish points from a few, with some fresh views—and those of one supporter.

"Live and let live"

I AGREE that most men seek to improve their positions so that they can provide a home, and that most women between 20 and 30 hope to find a husband. But many do not succeed—and must then face overhead expenses proportionately as high as those of a married man—for why should a woman be condemned to a bed-sitting room and gas-ring all her life?

"LIVE AND LET LIVE"

What about the bachelors?

DOES "ANNOYED" feel equally annoyed that young bachelors in the Higher Clerical grade receive the same salary as a married man with four children?

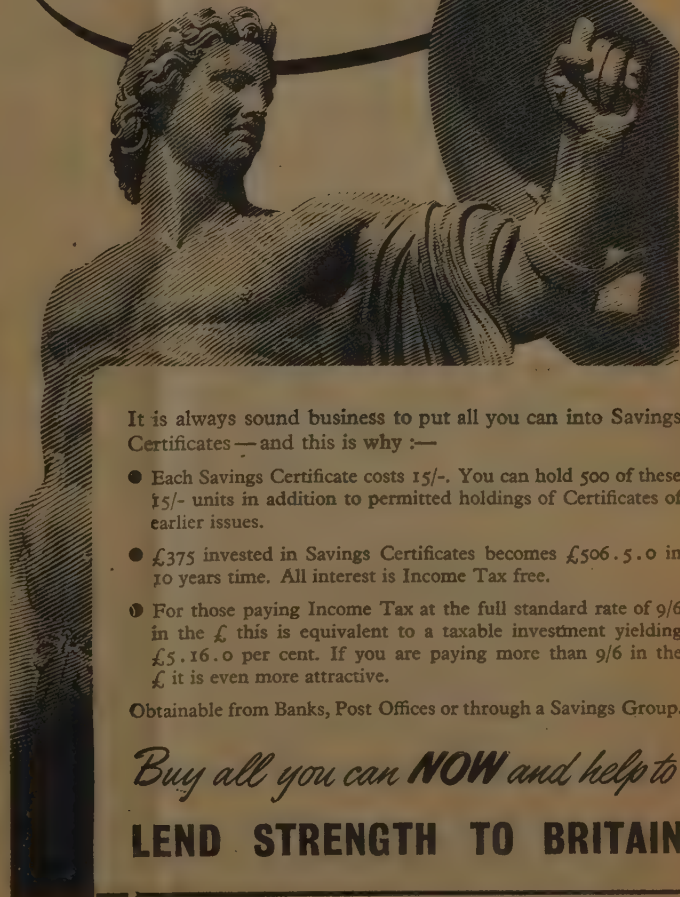
ONE OF THE PETTICOATS

Plea for the older woman

THE OLDER woman who, after long waiting and good work, at last attains a higher grade, is almost certainly self-supporting and probably also supports a parent or other elderly relative. At the top of Higher Clerical, her gross salary is less than that of a young man at the bottom of Clerical, even though he may

Continued on next page

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be unmarried, without responsibilities, and has many rises still to come.

GREATLY ANNOYED

"Ambitious spinsters"

HAS THIS anti-female member never heard of a widow left to earn her living and probably to support children? Or of a woman who is the sole support of an aged parent (this is always left to the daughter, I notice)? And does he not know there are hard-working, ambitious spinsters who are self-supporting and not anxious to capture lovely L.G.Os in the hope of being kept for the rest of their lives?

JUNE E. BUSSEY (MRS.)

B.E.A. Headquarters,
Gt. Portland Street, W.I.

Exclude married women

I SUGGEST that equal pay should be given to single women, many of whom have homes and responsibilities, but not to the ever-increasing numbers of married women whose main reasons for working are to enable "hubby" to run his car, go to the theatre once a month, smoke not less than 40 cigarettes a day, and take at least two weeks holiday each year. M.H.

"Justice for housewives"

EQUAL PAY is sound in principle, but I wish that those who campaign for it so sincerely would be as fervent in demanding justice for housewives. Married women who work at home rearing a family are doing a difficult, worthwhile, and vital job. They do not mind sacrificing leisure and money for their children, but

there is no reason why they should become a depressed class—which the grant of equal pay would make them. Therefore, let us have an allowance for housewives and equal pay. This would mean social justice for all women, and for the married man.

H. E. MARTIN

42, Beresford Road,
Southall, Middlesex.

Equal work first

HOW MANY women can justly claim to do the same work as their male counterparts? Is it not true that a woman clerical assistant often fails to keep pace with her normal work—and that her superior officer (if a man), concluding from her weary look that the "poor girl" has too much to do, allocates the arrears to more sincere (and probably male) assistants? Once the work is out of sight, Miss Not-so-well quickly recovers, and at lunch-time will probably be reading about equal pay in "L.G.S." Let us first have honest-to-goodness equal work. Equal pay will follow.

"HAD SOME"

HEALTH STAFFS PAY

Hearing aid technicians

I UNDERSTOOD that the recent salary increases in the health service were to meet the rise in cost of living. Instead of *pro rata* increases, however, each section, with some exceptions, is being dealt with separately. Among these exceptions are hearing aid technicians. Have we been left out because our numbers are too small for consideration; we are dispersed, making us weakly organised; several

unions, including NALGO, profess to represent us; or because the increase we received in September, 1950—which raised an intolerably low maximum salary to a then tolerable one—is proving a barrier to a straight cost of living increase?

DENIS H. GREGGAN

Liverpool E. N. T. Infirmary,
Myrtle Street,
Liverpool, 7.

An agreement on salary scales for hearing aid technicians, based upon an Industrial Court award, was issued on June 20, and was retrospective to September 1, 1950. The staff side put the points made by Mr. Greggan before the Industrial Court.

FIRE SERVICE STAFFS

Special grading wanted

I HAVE NOT yet seen a reference in "L.G.S." to the civilian staffs of fire brigades. Chief clerks of fire brigades have no counterpart in the local government service, and their posts should therefore be specially graded. Grading should be based on population and/or rateable value, or on a percentage of the chief officer's salary with an incremental scale, and not, as now, on the decision of the chief fire officer and the fire service committee. The present system creates anomalies.

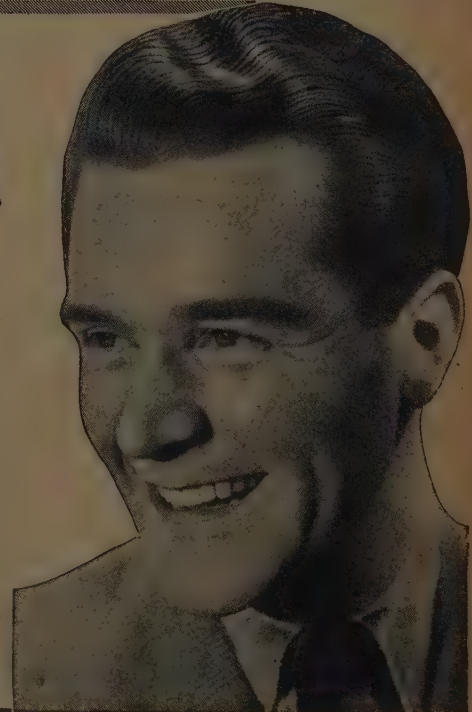
CHIEF CLERK

Civilian non-manual staffs of fire brigades are officers of local authorities subject to the Charter. If they can adduce good grounds for special treatment, their claims will be considered by the National Executive Council.

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Clean grooming not only means perfectly disciplined, lustrous hair without that excessively-oily look — it means a clean scalp, too, free from unsightly dandruff. And remember, no hair can remain strong and vital if the scalp is dry and unhealthy. That is why men the world over find Brylcreem the perfect hairdressing. They know the pure oils in Brylcreem are emulsified for clean grooming, and for healthy hair. Brylcreem your hair. Tubes 1/8, 2/6 and 4/6, or handy tubes 2/6.



Woolwich makes an exhibition— and a colour film too

"TAKE AN INTEREST in local government, for it is only by so doing that the spirit of progress can live."

It was in these words that Princess Margaret opened the Woolwich Festival week and exhibition in October. And the people of Woolwich took her advice. Sixty thousand of them—more than one in three of the population—saw the exhibition during the week it was open.

Of the many local government exhibitions held during Festival year, this was one of the best—mainly because of the exceptional enthusiasm shown by the staff, from chief officers to juniors, who had planned and largely made it.

When the idea was first proposed, more than a year ago, the Council asked the Woolwich branch of NALGO to help. It agreed at once and, under the direction of R. L. DOBLE, M.A., the deputy town clerk, and W. A. COOK, branch chairman, formed itself into teams, each responsible for a special job.

The teams approached their task in the most sensible way, first visiting other exhibitions and viewing most of the films on local government, so that they could see what had been done before and how, and do something better. They did.

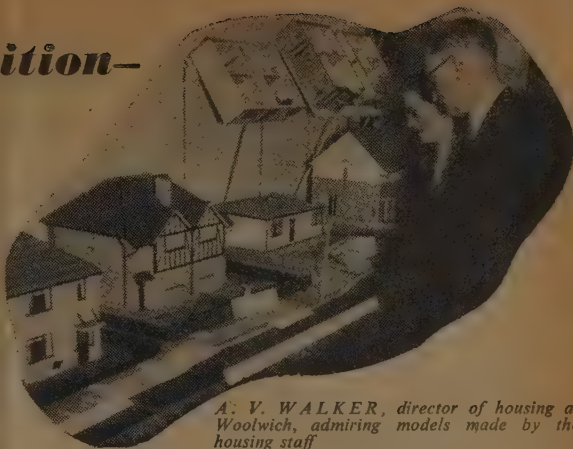
One team, from the housing department, made—in their own homes and their own time—a series of fascinating scale models of every type of house built by the Council since 1901.

Another team made a photographic display of the borough's many services. One of its best achievements was a panel showing, in photographs, just what happens between the day an applicant first applies for a house and the day he moves in. This probably looked too simple—and tantalising—to those who had been on the waiting list for years, but the photographs

and captions described so clearly how applications were handled and priorities arranged as to dispel any suspicion of unfairness and to convince home-seekers that the Council was doing its best for them. This screen could well find a permanent home in the housing department inquiry room.

These two teams prepared stands showing, by models, photographs, and other displays, the work of the sanitary inspector, engineer, road surveyor, and other officers. The fall in infant mortality was graphically illustrated; the finance department had a model to show how rates were raised and spent, and demonstrated its mechanical equipment; and there were models of public baths and of street lights switched on and off at dusk and dawn by photo-electric cell.

Another exhibition told the history of Woolwich in old prints and records. But the masterpiece of the show was the work of the third team—a sound and colour film of local government in Woolwich, made during the spring and summer entirely by the staff, who provided script-writers, director, cameraman, technicians, cast, and even musical accompaniment. The film, "The Wards of Woolwich," told how a young engaged couple—played by VICTOR WHIBLEY, audit clerk, and DAPHNE HARRAP, town clerk's department secretary—bought a home with money borrowed from the council (which makes full use of its powers to grant mortgages), married at the town hall register office—and then got the shock of their first rate-demand note. But they were satisfied



V. WALKER, director of housing at Woolwich, admiring models made by the housing staff

when a neighbour, played by HARRY SMITH, a retired member of the public health department, explained how the money was used, the film showing each of the local services in action.

This film, directed by HAROLD SMITHSON, town clerk's department, photographed by L. G. WHITE, committee clerk—who knew the value of close-ups, action, and the use of colour—and made by ten technicians, including three women, and a cast of twelve, compares favourably with many of the much more costly professional films on local government. Accompanying sound was provided by the skilful use of tape recording machines, perfectly synchronised, and included a commentary by FRANK PHILLIPS, of the B.B.C., and a musical background, written and orchestrated by JOHN FINCHES, town clerk's department, played by the Aeolian orchestra, and recorded at Woolwich Polytechnic.

The same team made a news film of the opening of the exhibition by Princess Margaret, recording also the Princess's speech and the exhibition parade and march-past. Both were shown throughout the exhibition in town hall committee rooms turned into a theatre. In addition to the films, packed audiences saw cookery demonstrations by the staff of the gas and electricity boards, and fashion parades arranged by E. WATSON KEIGHLEY, the Council's public relations officer.

The exhibition was a lesson to local authorities and to branches—showing the former how much a staff can do when given its head and full backing, and showing the latter how many creative skills there are in a group of local government officers, usually lying dormant or exercised only on fireside hobbies, but ready to come into fuller operation as soon as the chance is offered. Indeed, the branch is as cheered and surprised by its achievement as is the council—and is already planning further enterprises. The members of the photographic unit, for example, are hoping to form a permanent photographic society, and, if possible, to retain the dark room which was installed in the town hall basement, and it is hoped that the Council will agree to the extension of the colour film.

Woolwich's exhibition, in short, was as much an inspiration to the local government officers of Woolwich as it was to the citizens for whom it was made.



The staff film unit on location for shot No. 79

"ABINGDON" WRITES HIS NALGO

DIARY

ALTHOUGH ONLY ONE of the two former members of the local government service serving in the last parliament retained his seat, he is accompanied in the new parliament by another from local government, and an officer from the electricity service. F. H. HAYMAN, who was district education clerk, Cornwall county council, and a member of NALGO for 32 years (he is now in retired membership) retained his seat in the Falmouth and Camborne division of Cornwall by a majority of 1,003.

The new public service M.P.s are CLEDWYN HUGHES, a former town clerk of Holyhead, and a member of Anglesey county council, who beat Lady Megan Lloyd-George by 595 votes in a three-cornered fight at Anglesey; and T. W. JONES, welfare and education officer, Merseyside and North Wales Electricity Board, who defeated E. L. Roberts, the former Liberal member, at Merioneth. All three are Labour men.

A women's conference

THE VALUE of the N.E.C. suggestion that every district should hold a women's conference was underlined, I hear, by that held at Dorchester recently for women in the southern and south-western districts. Around 100 women—and three men—heard a wealth of expert advice:

EILEEN BRADSHAW, Cheltenham (the chairman): Read "L.G.S."—and not merely "At Random." Don't confine your interest, in women's sub-committees, solely to rest rooms and staff canteens: use the committees as a training ground for public speaking and as stepping stones to greater things.

MARJORIE TOWNSON, N.E.C.: Help the fight for equal pay by seeing that, when branches are asked for information, it is sent fully and promptly. OLIVE CROUCH, Bristol (in a talk on superannuation): Find out for yourself just what you are entitled to: it may save you hardship later.

MARJORIE GRAVES, a Dorset county councillor and former M.P.: Do not expect or ask too much, know your subject—and, for goodness sake, specialise.

The claim for equal pay, said Miss Townson, had been formally lodged with the employers, but they were hard-headed business men and it would not have an easy passage.

Town hall mannequins

THAT WOMEN can show enterprise in other fields than equal pay was demonstrated the other day by the newly-formed ladies' committee of Scunthorpe branch. Eager to help the B. and O. Fund, and

deciding that they possessed the style and figures for a fashion show, they borrowed the latest coats, dresses, suits, and evening gowns from a local shop, and put on a mannequin parade in the ballroom of an hotel, which the shop had equipped with a stage set, soft lights, and sweet music. There was a rush for tickets at 2s. each, including refreshments. The girls, VIOLET COOPER, the branch secretary, tells me, "became different individuals in their glamorous gowns"—and, after all expenses had been paid, there was £10 over for the fund. Now Scunthorpe is asking for the next, planned for the spring.

School of branch management

GOOD WEATHER, excellent accommodation, and a friendly atmosphere, combined to make the north eastern district weekend school at Otterburn Hall in October an outstanding success, I hear. A hundred members, from forty branches, heard LEWIS BEVAN, the Association's President, describe its organisation and its part in the Whitley councils for local government and the nationalised services; J. P. PHOENIX, Information Officer, Liverpool, and member of the N.E.C., describe the work of a public relations officer; and J. I. ROPER, Sheffield University, on modern trends in trade unionism. After the speeches, the students—who represented the local government, gas, water, electricity, transport and health services—debated their various problems in discussion groups.

New gas staffs organiser

GEORGE NEWMAN returned to York Gate last month from the south western district office to become organising officer for gas staffs in place of L. A. GARRATT, who has gone to the Northern Gas Board. He is replaced in the South West by B. H. BAILEY, promoted from the East Midland district office.

From clerk to councillor

THE LOCAL GOVERNMENT officer who becomes a councillor in his own town is rare enough. Can anyone beat the record of Hereford, which has two—and one unsuccessful candidate? The two ex-members of the branch who now sit on the Council are ROY BLACKLER, one of the youngest councillors and a former clerk in the parks department, who won his seat soon after getting a job outside the service; and TOM BAIRD, former mains superintendent in the waterworks department, who, after a lifetime with

the authority, decided to "earn" his pension by representing the consumers as a City Father. The unsuccessful candidate is T. R. STEPHENS, immediate past president of the branch and now with the West Midlands Gas Board. He was narrowly defeated in a contest for the city's biggest ward.

Prize-winning house

NORTHAMPTON'S architect, J. L. WOMERSLEY, and his deputy, G. HOPKINSON, who jointly won first prize in the low-price housing competition held by "The Builder" last April, have now had the pleasure of seeing their design brought to fruition at Northampton. The houses, in a terrace of four, were designed to cost £950 each, but the certified cost, exclusive of land, roads and sewers, amounted to £1,083.

Retirement

MY GOOD WISHES to E. F. FOSTER, senior collection assistant and cashier, Hull electricity board, and past president and chairman of the branch, who has retired.

Obituary

F. R. FINCH

WE REGRET to record the death, on November 3, of F. R. FINCH, former deputy director of education, Willesden, and a leading member of NALGO for many years. Except for a break of a few months, Mr. Finch was a member of the N.E.C. from 1924 to 1936, and attended twenty Conferences. He played a leading part in drafting the rules and constitution of the Association, adopted in 1926 and which, with periodical amendments, have remained in operation since. Mr. Finch was president and chairman of the metropolitan district committee, and secretary, chairman, and president of Willesden branch. He retired in 1936, after 33 years' service.

H.Q. announcements

NALGO diary, 1952

YES, THE 1950 diaries which were advertised in some copies of last month's "L.G.S." were all sold two years ago! But... there are just a few copies left of the 1952 diary. It contains many new features, including a review of all the Association's services—landmarks in its history, important dates in the Association's year, NALGO publications, and an invaluable list of those mysterious abbreviations, from A.E.C. to W.E.A., so commonly used by members and as commonly misunderstood. Bound in leather, with gold-embossed crest, the diary is a bargain at 3s. 6d. To be sure of a copy, members should order at once.

Christmas cards

THE 1951 cards being sold on behalf of the B. and O. Fund are still available. There are three snow-scene designs, and one bearing the NALGO crest, all at 6s. a dozen, with envelopes. Orders should reach headquarters by December 17.

NALGO continental holidays at less than cost of air fare!

NALGO's special activities department has been quick to solve the difficulties created by the reduction of the continental tourist allowance to £50. It has prepared a programme for next year which will enable members and their families to fly to continental resorts and spend 14 days at a selected hotel there for a total cost *less than the normal air fare alone!*

These remarkably cheap rates—ranging from £25 15s. for a fortnight at Dinard to £41 10s. for a motor coach tour of Northern Italy—have been made possible by party bookings and the chartering, from a leading company, of the latest 32-seater Vickers Viking aircraft.

Each party will be accompanied by a leader to supervise travel and hotel arrangements, and generally help and advise throughout the holiday; each member will, however, have complete freedom of action at the centre chosen. The special NALGO programme, with departure dates and cost of the complete holiday, is set out below.

We must emphasise, however, that these facilities must be confined to members

and their next of kin, in order to comply with statutory private aircraft charter regulations.

Each of the following holidays includes air travel both ways, and 14 days' hotel accommodation. The prices are based on present rates, and may be amended should rates change between now and the time of departure.

Austria

Zell-am-Ziller, Tyrol (air to Innsbruck), August 10, £30; Salzburg, September 6, £36 10s.; Vienna-Portschach, July 7, £41.

Denmark

Copenhagen and Fredericia (seaside) one week in each, July 19, £36.

France

Nice and Beaulieu-sur-Mer: one week in each, May 24 and July 5, £37; Menton and Diano Marina, Italy (air to Nice), one week in each, July 20 and August 17, £38; Dinard, June 29, £25 15s.; Biarritz (air to Pau or Biarritz), May 24 and September 13, £33 10s.

Germany

Black Forest and Rhineland, one week in each (by air to Cologne or Frankfurt), August 23, £33.

Italy

By air to Nice, and motor coach tour of Northern Italy, July 13, £41 10s.

Spain

San Sebastian (air to Bilbao), June 8 and August 17, £31; Barcelona and Majorca, one week in each, August 10, £37.

Switzerland

Air to Geneva, and coach to Montreux, July 20, £37; air to Basle, and 2nd class train to Wengen, June 29, £36 10s.; air to Basle, and 2nd class train to Interlaken, August 17, £37.

Trains tours, too

The tours in the programme set out below are by train, and are open to members and their friends:

Paris, Cité Universitaire (for persons under 30 only—3rd class travel)

July 20, full accommodation, 14 days, £19; bed and breakfast only, £13.

Neuchâtel

12 days' accommodation, plus four excursions, August 3, £25 15s.

Brienz

12 days' accommodation, plus five half-rate holiday excursions, August 24, £29 10s.

The printed programmes will be ready by January 1, 1952, but provisional bookings should be made immediately.

The general programme for continental holidays by train or by air will also be available next month. Members are advised to write at once to the special activities department, 1, York Gate, London, N.W.1, specifying which programme they require.

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Education notes

by K. S. CARTER

AS MR. HAMILTON reported fully in his local government notes last month, the National Joint Council has stipulated 1 January, 1952, as the operative date for the scheme providing financial assistance for examination candidates. A recent questionnaire to branches revealed that 129 out of the 278 local authorities covered by the replies were already applying the scheme, so it may be hoped that all members will be benefiting from it early next year. Many students of the NALGO Correspondence Institute are already being helped under the scheme.

Diploma in Municipal Administration

The Local Government Examinations Board has decided that candidates successful in the Final Administrative examination may use the letters D.M.A., denoting "Diploma in Municipal Administration," after their names. The Board will also award a prize of £15 15s., to be known as the "Sir Horace Wilson" prize, to the best candidate in the Final Administrative examination, and another of £7 7s., the "Sir James Aitken" prize, to the best Intermediate candidate. Prizes will not, however, be awarded if the Board considers that no candidate has reached a high enough standard.

Scope for individuality

The first Intermediate Administrative examination papers gave candidates a chance to show what they knew. This is a welcome change from those examinations where the examiners seem to set out to trick candidates into revealing their ignorance, and is, I think, the right approach, because the Administrative examination is intended to test not only factual knowledge but understanding and judgment.

In most papers answers were required to five out of twelve questions, which gave candidates a fair choice. In local and central government the questions varied little from those in the former Promotion examination, but one or two gave scope for expression of individual views and experience, as, for example, "Discuss the administrative problems involved in either the creation of a New Town or a census of the population."

There was a choice of eight subjects for the English essay, which offered something for everybody. Those who did not fancy tackling "Oh, East is East, and West is West, and never the twain shall meet" could expand on "Give me back the rigorous English Sunday," or "Pleasure in reading." No choice was given, however, in the précis and comprehension exercises.

In the optional subjects, the examiners

seem to have kept well within the terms of the syllabus, and the candidate able to see the underlying links between many of the subjects in the syllabus will have gained marks. A good knowledge of local government, for example, would have been useful in dealing intelligently with the question on the economic and social history paper, "Cities require a comprehensive organisation of plan and method in order to be fit to live in. How far had this need been met in Britain in 1871?" And an understanding of economic theory would have helped in discussing several of the other questions on the same paper.

The range of the constitutional history syllabus—from Anglo-Saxon times to the present day—makes the subject difficult if the same depth of knowledge is required for this as for other subjects. One question was set on each of the 16th and 18th centuries and two on the nineteenth, the rest were more general and, to be sure of answering five questions well, candidates needed a good knowledge of British constitutional history through three centuries—rather a big undertaking.

The geography paper was much more conventional than its counterpart in the Promotion examination: there was less emphasis on "geography for administrators" and more on the general aspects of the subject.

Only my compatriots will not forgive me for failing to comment on the Welsh paper.

Area secretaries meet

All districts were represented at the national meeting of secretaries of area education committees at York on November 3. One of the liveliest discussions was on the proposed National Joint Council examination for entrants to the local government service. The speakers were almost equally divided about the standard of the examination: some felt it was too low to ensure recruitment of the right type of officer, on whose ability the future efficiency of the service must depend; others thought that, during the present labour shortage, no more than a minimum standard of literacy could be expected. Both sides, however, realised the importance of raising the standard of entry as soon as possible so that the prestige of the officer may be maintained and increased.

The secretaries were interested in the scheme now being discussed in the south-west, where it is hoped to arrange for two or three local government officers to enter universities of their choice for full-time degree courses every year. The progress of this scheme will be watched by all other areas and by the education committee.

Most districts, it transpired, now hold

annual week-end schools, and all the secretaries emphasised the wish of their committees to provide for the special needs of members in the health service and nationalised industries as well as in local government.

F. C. CORBISHLEY, vice-chairman of the Yorkshire district committee, welcomed the representatives to York, and the district committee, entertained them to tea.

Summer schools, 1952

Guided by the comment and constructive criticism from members who attended the Swedish and Oxford summer schools this year, the education committee is already making plans for the 1952 schools. The Continental school will probably be held in France, at Versailles or Paris, in September, and the Oxford school at Jesus College from July 19 to 26.

The Oxford programme will be similar to that which proved so popular this year, and will include the arrangement of study groups, where there is sufficient demand, to discuss problems peculiar to the local government, health, gas, electricity, and transport services.

For health service members

A national three-day school for health service members is to be held at Harrogate or some other centre in the north, next spring. For southern health members, the Metropolitan and Eastern area education committees are, I understand, planning week-end schools; the latter at Cambridge in July, when the "backs" can be most attractive.

The North Western and North Wales consultative committee for health staffs is to hold a week-end school at Holby, Royde College, Manchester, on 26-27 January, 1952. Details from F. SIGNEY, 2, Mount Street, Manchester, 2.

ADMINISTRATIVE EXAMINATIONS, 1952

INTERMEDIATE AND FINAL

Intermediate and Final Examinations will be held during the week beginning 28th April, 1952.

Applications to sit, which must be made on the prescribed form obtainable from the address below, must be received by the Secretary not later than 1st February, 1952.

Copies of the Regulations and Syllabus may be obtained from the Secretary, price 6d. post free.

LOCAL GOVERNMENT EXAMINATIONS BOARD

37, Upper Grosvenor Street, London, W.1.

At Random

by 'HYPERION'

Thought for the month

The problem in defence is how far you can go without destroying from within what you're trying to defend from without.—General Dwight D. Eisenhower.

Plain words to Sir Ernest Gowers

Dear Sir Ernest—Adverting to your favour acquired from His Majesty's Stationery Office on 17th ult., we take pleasure in advising you that we are subjecting our correspondence and minuting to severe scrutiny in the light of your recent recommendations, although the methodology of such implementation has not yet been finalised. We are, however, making a realistic approach and leaving no stone unturned with that end in view. We find ourselves in complete accord with your sentiments, and/or most of them, and will use our best endeavours to enthuse our personnel in this connection. Hoping that this will meet with the approval of your good self, and assuring you at all times of our best attention. We beg to remain, dear Sir Ernest, Your most obedient servant...

The ant

The ant has made himself illustrious
Through constant industry industrious

So what?
Would you be calm and placid

If you were full of formic acid?

Ogden Nash

Paying the price

"When you drink you pay dear for it. My young brother was the only one who drank in my family and he died at 86."—Louis Soucie, aged 103.

Definition

Rotarians: a body of men who, after any meal taken together, are seen to be going round and round and round.

That's life!

By the time a man gets so that he could afford to lose a golf ball, he can no longer hit one that far.

Castles in the air

"My wife calls it our dream house—we keep dreaming it'll cost no more than the contractor's estimate."

Local government post-bag

"The pig which applied for a licence is unable to be slaughtered owing to condition of the said pig being in season."

The stars have it

When, on a slow and dirty train in New England, I first picked up *Planetary Comics*, I made the interesting discovery that on every planet—those known to mere science and the many more known to comic science—the climate, the flora and fauna, and the political organisation might differ, but there was always a supply of shapely young women in exiguous two-piece garments.—D. W. Brogan.

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LOCAL GOVERNMENT AND PUBLIC ADMINISTRATION EXAMINATIONS

The next session will be held on 11th, 12th, & 13th December, 1951.
For further details, syllabus and entry forms apply to The Secretary.

THE CORPORATION OF CERTIFIED SECRETARIES,
Secretaries Hall, 28, Fitzroy Square, London, W.1.

CIVIL SERVICE EXAMINATIONS

Clerical Classes, 16-18; Executive Class, 17-18; Officer of Customs and Excise, 19-21; Executive Class and Clerical Class exams. for ex-National Servicemen and ex-Regulars on leaving Forces. Specialised postal tuition by University graduates for Civil Service exams. 10 per cent reduction for members of NALGO and their families. Write for particulars to: **CIVIL SERVICE CORRESPONDENCE SCHOOL**, 10, Station Parade, Balham High Road, S.W.12

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CROWN AGENTS FOR THE COLONIES

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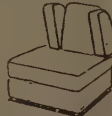
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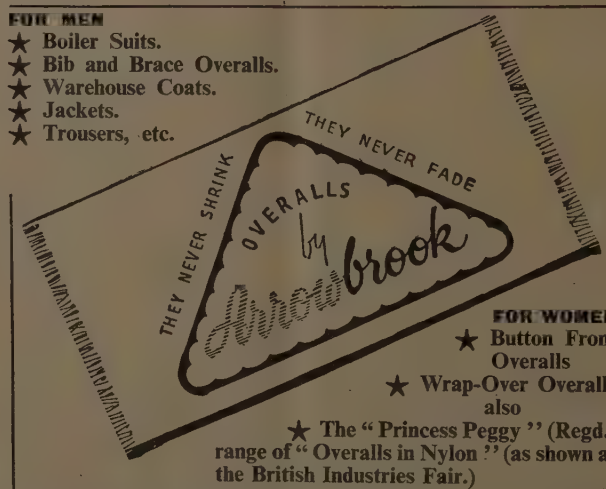
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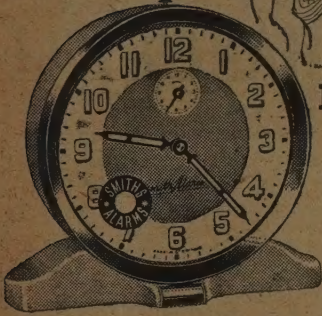
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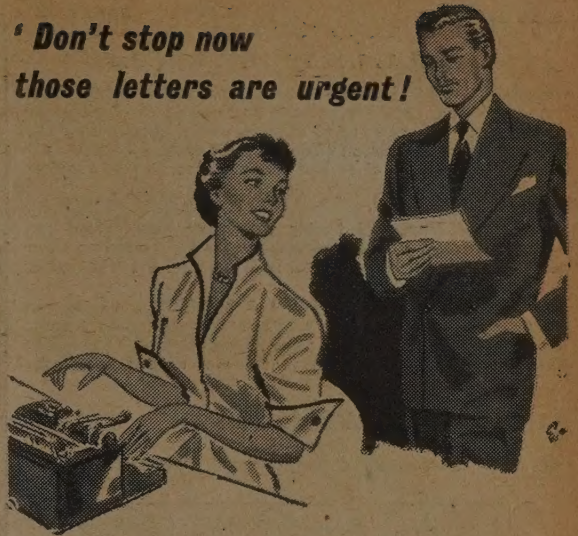
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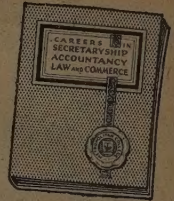
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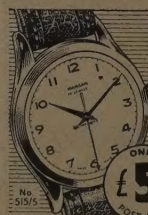
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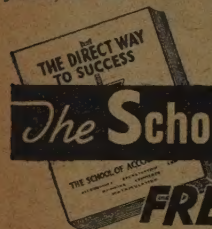
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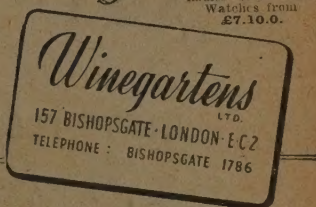
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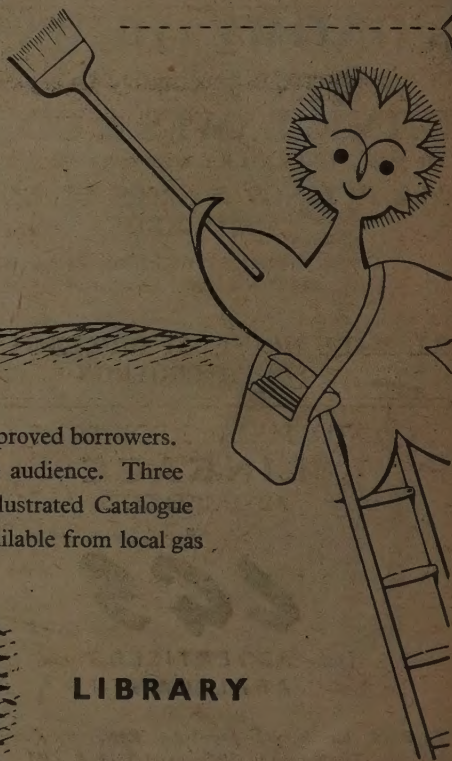
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